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1987

ANNUAL REPORTS



TOWN OF HUDSON NEW HAMPSHIRE

1987

OFFICE HOURS

| | |
|--|--|
| Finance | Monday through Friday: 8:00 am - 5:00 pm |
| Assessor's Office | Monday through Friday: 8:00 am - 4:30 pm |
| Dept. of Public Works and Development (Building/Zoning, Planning, Engineering) | Monday through Friday: 8:00 am - 5:00 pm |
| Executive Administrator's Office | Monday through Friday: 8:00 am - 5:00 pm |
| Town Clerk/Tax Collector | Tuesday through Friday: 8:30 am - 4:30 pm Monday: 8:30 am - 6:30 pm |
| Legal | Monday through Friday: 8:00 am - 5:00 pm |

SCHEDULE OF MEETINGS OF TOWN BOARDS AND COMMITTEES

| | |
|----------------------------|---|
| Regular Town Council | 7:00 pm - 2nd & 4th Tuesday of each month |
| Conservation Commission | 7:00 pm - 3rd Monday of each month (Town Hall) |
| Recreation Commission | 2nd Tuesday of each month - 7:30 pm (Youth Center) |
| Planning Board | 7:00 pm - 1st, 2nd and 4th Wednesday of each month (Town Hall) |
| Zoning Board of Adjustment | 7:30 pm - 4th Thursday of each month (Town Hall) |
| Library Trustees | Second Wednesday of each month - 7:00 pm (Library) |

Annual Reports
of the Town of Hudson

Hudson, New Hampshire

July 1, 1986 — June 30, 1987

for the Year Ending

June 30, 1987

**1987
TOWN OFFICERS
(as of October 1987)**

TOWN COUNCIL

District No. 1

Robert A. Landry

District No. 2

Charles A. Coughlin

District No. 3

Leslie Ann Brown/Robin Andrews

District No. 4

Nan Cote

District No. 5

Abbott E. Rice

District No. 6

William R. Cahill

District No. 7

Joseph A. Wozniak

District No. 8

William Arsenault

District No. 9

George L. Mousseau

Councilor — 2 year term

Margaret J. Erb

George H. Baker, Sr.

Michael P. Keenan

Councilor — 4 year term

John P. Lavoie, Jr.

Paul E. Inderbitzen

David J. Alukonis

EXECUTIVE ADMINISTRATOR

C. David Crumpton

MODERATOR

Shawn N. Jasper

TOWN CLERK/TAX COLLECTOR

Karen R. Wisnosky, 1987

Barbara Locke

Cecile Nichols

Gloria Bennett

TREASURER

Therese M. Dubowik, 1987

REPRESENTATIVES TO THE GENERAL COURT

Doris R. Ducharme

Lionel Boucher

Joan A. Wagner

G. Philip Rodgers

George H. Baker, Sr.

David J. Alukonis

Leonard A. Smith

SUPERVISORS OF THE CHECKLIST

Joyce Cloutier, 1987

Virginia Mosnicka, 1987

John Lawrence, 1987

TRUSTEES OF THE TRUST FUND

Ralph Pearce, Treasurer, 1987

Vincent Braccio, 1987

Ruth M. Parker, 1989

RECREATION COMMISSION

Paul Hamilton, Chairman, 1988

Kevin Keenan, Alternate, 1990

Joyce Cloutier, 1988

Earl Houge, 1990

Virginia Mosnicka, 1989

Robert Eldridge, 1988

Fred Deppe, Director

PLANNING BOARD

Marilyn McGrath, Chairperson, 1988

Darrell Wagner, Vice Chairman, 1988

James Lamothe, Secretary, 1990

Paul Ciano, 1990

Leonard Smith, 1988

Daniel Fusconi, 1989

Nan Cote, Town Council Representative

Joanne Theriault, 1988

John Best, Alternate, 1988

Cindi Hanson, Alternate, 1988

Paul Inderbitzen, Town Council Representative

William Cahill, Town Council Representative, Alternate

Charles Coughlin, Town Council Representative Alternate

ZONING BOARD OF ADJUSTMENT

J. Bradford Seabury, Chairman, 1988

Andrew Renzullo, 1989

Madeleine Gagnon, Vice Chairman, 1988

Ronald Belanger, Alternate, 1988

Kenneth Massey, Clerk, 1990

James Gardner, Alternate, 1988

leslie H. Erb, 1988

John R. Allen, Alternate, 1990

TRUSTEES OF HILLS MEMORIAL LIBRARY

Betsy Westgate, Chairman, 1989

Roger Jette, 1987

Betsy Westgate, Chairman, 1989

Richard Dewey, Director

Daniel Hodge, Treasurer, 1987

Roger Jette, 1987

Gilbert Nolte, 1987

Sarsha Moore, 1989

Marcella Woodman, 1987

BUILDING BOARD OF APPEALS

Alvin H. Rodgers, Chairman, 1988

Vacancy

Russell Marcum, 1989

Vacancy

Alternate Vacancies (2)

CONSERVATION COMMISSION

James D. Hankins, Chairman, 1988

Michelle Hayes, 1989

Emery Nadeau, 1990

Phyllis Appler, 1989

James Barnes, 1988

Kathleen Osbert, 1989

Julie Arrendondo, 1990

BOARD OF ASSESSORS

Normand Pelletier, Chairman, 1989
Richard Ethier, Assessors Assistant
Michelle Manchini, Administrative Aide
Janice Johnson, 1990
Joan Wagner, 1988

OFFICE OF EXECUTIVE ADMINISTRATOR

C. David Crumpton, Executive Administrator
Alice Monchamp, Assistant to Executive Administrator
Linda Corcoran, Secretary

FINANCE DEPARTMENT

Lydia Wayashe, Finance Director
Jean Casa, Secretary
Sherri Hamilton, Data Processing Manager
Dale Driver, Data Processing Technical Coordinator
Donna Shea, Data Entry/Cash Receipts Clerk
Dennis Charpentier, Accounting Coordinator
Elaine Cabral, Accounts Payable Clerk
Patricia Gendreau, Sewer Utility Billing Clerk

FIRE DEPARTMENT

Chief

Ray C. Carter

Deputy Chief

Brian L. Mason

Fire Prevention/Training

Superintendent Paul E. Reichenbach, EMT

Full Time Staff

Captains

Roger M. Spooner
Clinton M. Weaver, Jr., EMT
John A. Brewer

Lieutenants

Richard Marshall, EMT
Todd M. Hansen, EMT
Gary J. Rodgers, EMT

Firefighters/EMT's

| | | |
|-------------------------|----------------|-------------------------|
| John Abbott, Acting Lt. | George Roy | David Morin, Acting Lt. |
| Bill Bedard | Gerald Carrier | Robert Bianchi |
| Don Cole | Steve Dube | Neal Carter |
| Tim Kearns, EMT-I | George Haynes | Peter Collishaw |
| | Craig Phillips | |

Senior Dispatcher/Clerk

Susan L. Nichols

Dispatcher

Randal Sage

Clerk

Pauline Wolfenden

CALL DEPARTMENT

Deputy Chief

Robert Campbell

Captain

Harry Chesnulevich

Lieutenants

Robinson Road Station

Robert Boucher

Central Station

Roger Boucher

Burns Hill Station

Peter Silver

Firefighters

Steve Blais

Richard Houle, EMT-I

James Howe, EMT

Shawn Jasper

Tim Richardson

Eddy Bisbing

Roy Germain

Marcel Lavoie, EMT

Leo McClure

Ray Parker

Michelle Rudolph, EMT-I

Linda Upham, EMT

Tim Upham, EMT

Dave Babinski

Kevin Blinn

Fred Brough

Bill Elliot

Keith Makarawicz

Howard Dilworth

Patricia Laine, EMT

Auxiliary Firefighters

Dan Daly

William Weaver

POLICE DEPARTMENT

Acting Chief

Al Brackett

Secretary

Dorothy Carey

Operations Commander

Acting Captain Richard Gendron

Services Commander

Lt. William Closs

Records

Lisa Nute

Detective Division

Det. Alan Semple

Y/O Robert Drew

Det. Raymond Mello

Det. Paul Grugan

Sergeants

Sgt. Robert Tousignant

Sgt. Stephen Burke

Sgt. William Hurst

Sgt. William Pease

Patrolman

Ofc. Donald Cassalia

Ofc. Peter Hoerr

Ofc. Brian Blake

Ofc. Timothy Brown

Ofc. Joseph Rossino

Ofc. Maryanne Manfra

Ofc. Jeffrey Long

Ofc. Ronald Mello

Ofc. John Sapienza

Ofc. Barry Golner

Ofc. Gary Dillon

Ofc. Debra O'Donnell

Ofc. Carlo Accorto

Ofc. Gregory Katsohis

Ofc. Paul Balukonis

Court Liaison Officer

Sgt. Donald McCrady

Dispatchers

Judith Gould

Tracy Thibodeau

Kacy Cleveland

Robert Kittredge

Clerk/Dispatcher

Kathy Nikitas

Special Officers

Sgt. Anthony Lindsay
 Ofc. Lenny Sawyer
 Ofc. Edward Largy
 Ofc. Robert Inserra

Sgt. Charles Gilbert
 Ofc. Richard Turcotte
 Ofc. Kevin Sullivan

Crossing Guards

Elizabeth Groenveld
 Hugette Plourde
 Jennifer Annis
 Ruth Quinn

Catherine Prue
 Susan Brown
 Charles Hiltz

Animal Control

Lisa Chouinard

Wanda Davidson

Chaplain: Rev. David Howe**PUBLIC WORKS AND DEVELOPMENT**

Roy C. Willey, Jr., Director

Engineering

Jeffrey Magaw, Town Engineer
 Bruce Woodruff, Civil Engineering
 Technician
 Pamela Knoop, Secretary

Building/Zoning

Michael Richards, Zoning Administrator
 Edward Madigan, Building Inspector
 William Oleksak, Code Enforcement Officer
 Joan Glencross, Secretary

Planning

Mike Reynolds, Town Planner
 Irene Boisvert, Secretary

Health Officer

William Oleksak

Facilities Division

Ed Lamper, Highway Foreman
 Kevin Burns, Sub-foreman
 Roger Bordeleau
 Alfred Bastien
 Paul Sharpe
 Al Rondeau
 Chester Libby
 Paul Anger
 Timothy Lamper
 Bruce Worth
 Richard Low
 James Smith, Jr.

Ronald Gardner, Sewer Foreman
 David Dobens

Joseph Anger

Todd Gardner

Jeff Boilard

Paul Burton

Duane Morin

John Cesana

Tom Ricker

Michael Briand

Claude Coulombe

Dave Kendall

Richard Coleman
 Arthur Sullivan

Ray Briand, Maintenance Foreman
 Carla Anger, Operations Assistant

LEGAL

Michael DiCola, Town Attorney
 Leslie Ramsey, Secretary

REPORT OF THE PRESIDENT OF THE COUNCIL July 1986 to June 1987

July 1986 began a new phase under Hudson's Town Council form of government. The hiring of C. David Crumpton as Executive Administrator began the process of conducting the business of the Town under professional management.

With the Administrator's recommendation the Council approved a supplement to the fiscal 86-87 budget that not only provided funding for reorganization and completion of the Town Hall addition, but also reduced the expected tax increase for the year. Sound financial management was already improving Hudson's fiscal picture while addressing the needs of the Town.

The reorganization of Town departments was needed to effect better financial management and a more business-like approach to their function. The scopes of the departments were altered to provide a more service-oriented format and staffing was moderately increased to handle the existing workload and the increased functional responsibilities. There was some difficulty in filling department head and staff positions. This was due in part to the economic situation of this region. As the reorganization is firmed up, we are hopeful that the public will see the benefits that professional management has brought to the Town.

In reviewing each area of the Town organization, the Council confirmed the observation made last year that there is much work needed to bring Town government and operations to the level of service that the public demands.

The Council adopted a bonding resolution for the finalization of the Derry Street improvement project. It was hoped that construction could begin in the summer of 1987; however, the bids for the contract came in too high and the Council would need to re-examine the alternatives. It is still agreed that this situation warrants action to improve the safety of the roadway.

The budgetary process, with the Executive Administrator, was a big improvement over our previous attempt last year. We were provided with better information that allowed for a more orderly review and better policy-making decisions. Tough decisions had to be made on many problems, some of which were left to us by the previous government. The budget that was adopted will provide better services to the citizens of Hudson while making a modest reduction in the tax rate. This is evidence that Hudson is on the right track as far as good management is concerned.

This has been a learning year for the Council as well as the citizens of the Town. We have all had to adjust to new ideas and different perspectives. Change does not come easy and brings with it a certain amount of apprehension. I must compliment the citizens of Hudson for their concern and patience. I also encourage all citizens to become involved, to be informed and to learn for yourself how your town operates. We are not yet at a point where we can sit back and assume that everything will run smoothly. We must be vigilant, yet open to new ideas. We must listen and be able to separate the showy rhetoric from those ideas that

are truly good for the Town as a whole. We must also develop confidence in the system that we, as a Town, have put into place.

It has been an honor serving as Hudson's first Council President. I am grateful for my fellow Councillors' support and criticism, and the comments that I have received from you, the public. I must also thank the Town staff for their understanding and willingness to adjust under the difficult circumstances of change. It is my sincere hope that Hudson will continue to strive to serve its citizens. There may be setbacks, disappointments and discouragements, and there will be those who want to destroy what we have begun. Only by being united in purpose and by working together as a community can we progress in a positive direction toward a meaningful future.

Respectfully submitted,

Paul E. Inderbitzen,
President of the Council

REPORT OF THE EXECUTIVE ADMINISTRATOR

In the 1986 Annual Report, I stated that we should realize the following accomplishments during the 1986/1987 Fiscal Year:

- Complete and begin to implement the Town's first Capital Improvements Program.
- Construct a major addition to Town Hall and remodel a large percentage of existing Town Hall space.
- Implement significant changes in our planning process.
- Implement a new, improved budget process.
- Complete the reorganization of our public works and development management functions into a new, more effective operational unit.

I am pleased to be able to report that we have realized each of these objectives. Although the full impact of some of these changes will take a while to appreciate, and it may take some time to reach full effectiveness on others, I believe that it is notable that we have been able to successfully make some of the most far-reaching changes in the history of the Town during the past year. That the legislative leaders and managers of the Town were able to work together to accomplish so much is a strong indication of how well the Town's new form of government is working.

Successes during the past year have not been limited to those listed above. Others worth consideration include the following:

- Complete reorganization of the financial management functions of the Town under the direction of a professional Finance Director.

- Procurement of a computer system that will support all departments of Town government. The system will be fully operational during the 1987/1988 Fiscal Year.
- Development of improved and expanded relationships with other jurisdictions. During the past year the Town has established cooperative relationships with the City of Nashua for data processing, traffic engineering and other shared problems or problems of mutual concern. The Town has also worked to improve relationships with other jurisdictions on issues such as drug enforcement, park development, traffic, legislative affairs, and equipment management.
- Development of an approach to operate the Town's sewer system on the basis of a utility. Although this approach is controversial, it will be more fair to the majority of our Townspeople and will provide a reasonable operational base upon which we can proceed into the future.

Beyond the major changes listed above, I believe that we have made a number of smaller, less visible changes in the Town operation that, considered on the basis of their additive effect, will have a positive long-term impact on the Town.

After a year, I am still excited about Hudson's future. However, there will be many tough choices and difficult decisions that we have to make during the next year to deal with issues such as our traffic problems or the overall image that we desire for our Town 5, 10, or 20 years from now. The keys to our ability to be effective in making such choices and decisions will be an informed and involved electorate, and Town leaders who demonstrate broad vision regarding the future of the Town.

VITAL STATISTICS

In accordance with RSA 126:14 concerning the integrity of vital records, the Town is not permitted to publish information contained in vital statistics records.

MONIES PAID AND MONIES EARNED

In the spirit of Warrant Article #7 of the March 1953 Town Meeting, I am reporting that all information concerning monies paid and monies earned is available at Town Hall. The reason this information is not included with this report is that we feel it is unfair to publish only a summary list of names and total wages and monies received from the Town by all persons employed by the Town or doing business with the Town without providing the appropriate backup information that accompanied such payments. The volume of such information precludes including it in this report.

C. David Crumpton
Executive Administrator

ASSESSOR'S 1987 ANNUAL REPORT

The Hudson tax base is currently at \$347,000,000. At full value, this figure constitutes over 1.156 billion dollars.

This office has conducted 700+ inspection/appraisals in the 1987 tax year ending 4/1/87.

We have directed 2045 computer changes this tax year — this breaks down as approximately 35% of properties in the Town of Hudson.

We cordially invite you to visit our office if you have any questions regarding your assessment.

Respectfully,

Richard G. Ethier
Town Assessor

Normand Pelletier
Chairman, Board of Assessors

Janice Johnson
Board of Assessors

Joan Wagner
Board of Assessors

FINANCE DEPARTMENT REPORT

In February, 1987 Ms. Lydia Wayashe assumed her responsibilities as the Town of Hudson's first professional Finance Director. The Finance Director has worked with the Executive Director to establish the following objectives for the Department during the first 18 months of her tenure:

1. *To organize the newly constituted Finance Department, including the recruitment of authorized personnel in accordance with the directions provided by the Town Council and Executive Administrator in the October, 1986 supplemental budget.* By June 30, 1987 this objective stood roughly 50% complete.
2. *To procure a new computer system to serve all departments of Town government and develop the staff support required to operate such a system.* As of June 30, 1987 Ms. Sherri Hamilton had been hired to manage the system and the system had been ordered. The system utilized by the Town will be based upon the Digital system in place at the City of Nashua. The Town will work closely with the City to share technical resources and backup capability such that the Town should realize reduced costs and enhanced performance characteristics.
3. *To institute a new budget preparation process proposed by the Executive Administrator for the FY1988 budget.* This system was utilized with an acceptable level of success even though it was, in large measure, performed manually. For the FY1988 budget, as the result of the Town's enhanced computer capabilities, the system should work substantially better.

4. *To work with the Sewer Assessment Committee of the Town Council to prepare a sewer utility system preposol for presentation to Town Council.* As of June 30, 1987 the Finance Director had worked at length with the national accounting firm of Arthur Young and the engineering firm of Costello, Lomasney, and DeNapoli to develop recommendations nearing readiness for presentation to the Committee. The FY1988 budget was predicated on draft assumptions and proposals resulting from this work of Town staff and the Town's consultants.
5. *To take the detailed steps required to substantially improve the day-to-day financial management capabilities of the Town.* Working closely with the Town's independent auditor, the Finance Director has made progress in establishing a meaningful general ledger for the Town, establishing written procedures for various financial transactions, and assuring that adequate documentation is in place to support effective decision making and the auditing process.
6. *To establish purchasing system for the Town of Hudson.* As of June 30, 1987 the Finance Director and Executive Administrator had prepared recommended purchasing and contracting procedures in the form of a Resolution of Town Council that could eventually become a part of the Administrative Code Ordinance of the Town. Key elements of this policy would include strategic control by Town Council, encouragement of competition, clearly established procedures, and full documentation of all transactions.

The sum and substance of all activities pursued by the Finance Department is to provide support for the Executive Administrator in the pursuance of his responsibilities under the Town Charter to effectively manage and account for the financial resources of the Town. Thus far, we believe that we have made solid progress in this direction.

Respectfully submitted,

Lydia C. Wayashe
Finance Director

FIRE DEPARTMENT

Traditionally, the Hudson Fire Department has performed the function of Fire Suppression as well as those of Emergency, Medical and Rescue Operations.

In the past few years we have seen an increase in the number of requests for assistance in handling hazardous materials incidents as well. Hazardous materials can be defined as any substance (solid, liquid or gas) which can potentially harm people, property or the environment. This can include anything from an industrial chemical spill to a simple gasoline leak. Hudson Fire Department responded to 62 incidents of this type last year. (An increase of 8% over the previous year for this type of call). Although this type of incident represents only a small por-

tion of the total number of responses, any incident within Town or on one of our borders could have a devastating affect. The potential for a large scale incident became evident in June 1987 when a chemical vapor cloud was inadvertently released from a facility in Nashua. Fortunately, no one was injured and the vapor cloud was dispensed without incident. This incident prompted the Hudson Fire Department to evaluate and update existing response and evacuation plans. Specific training in hazardous material incident response and providing the required personal protective clothing and equipment will be high on the Department's priority list this year.

Fiscal Year 1986-87 saw the total number of responses increase by fifty-eight (58) calls (approximately 4%). Two (2) four alarm fires tested the Department's ability to handle multiple alarm situations with positive results.

During the past year, Brian Mason was promoted from Captain to Deputy Chief. Clinton Weaver and John Brewer were promoted to Captain and Gary Rogers and Todd Hansen were promoted to Lieutenant. These gentlemen are assets to the Department's command staff.

Among the many projects in progress in the Department is the formation of a Dive/Rescue Team. This team is comprised of Department members who have purchased their own equipment and paid for their training out of their own pockets. The Firefighters Relief Association has agreed to buy a boat for their use with monies raised at last years' Firefighters' Ball. Emergency Medical Technician Recertification classes and training for cardiac defibrillation are in progress. The Department wishes to thank the Town Council for adding funds back into this year's budget for the purchase of the Cardiac Defibrillators. Bids have been solicited for their purchase and the training process has begun. If all goes well, they should be in service by July, 1988. Two (2) additional firefighters are scheduled to start January 1, 1988. With some internal reorganization, we intend to staff the Burns Hill Road Fire Station with two (2) firefighters during the hours of 8:00 AM to 5:00 PM, Monday through Friday. This is not only one of the busiest times of the day for this station but it is the time we have traditionally had the most difficult time getting additional help, part time or full time. Consideration will be given to adding additional full time firefighters to staff the Robinson Road Fire Station during the hours of 8:00 AM to 5:00 PM, Monday through Friday as soon as possible for the same reasons.

The future of an efficient and cost effective Fire Department lies in the continued use of part time firefighters/EMT's to augment the existing full time staff. Recruitment efforts for additional part time employees and the reorganization of existing policies will bring about more efficient use of manpower resources. A Department made up of full-time and part-time firefighters will continue to work well in Hudson for the foreseeable future.

I would personally like to take this opportunity to thank the members of the Department for their continuing dedication to their jobs. I would particularly like to thank those who willingly take on additional work in Department support areas such as mechanical work, locksmith, fire alarm, electrical, plumbing, painting, electronic work, breathing maintenance, etc. These people per-

form services which save the Town, and ultimately the taxpayers, a substantial sum of money.

I would like to thank Mr. C. David Crompton, Executive Administrator and his assistant, Ms. Monchamp for their professional direction and also all other Town departments and their employees for their cooperation.

Respectfully submitted,

Ray C. Carter
Chief

**TOWN OF HUDSON
FIRE DEPARTMENT
YEARLY REPORT**

Comparison 86/87, 85/86, 84/85

| | 86/87 | 85/86 | 84/85 |
|----------------------------|--------------|--------------|--------------|
| Ambulance Calls -- Total | 1001 | 957 | 960 |
| Accidents (transported) | 160 | 171 | 167 |
| Assist Fire Apparatus | 0 | 15 | 17 |
| Emergency Calls | 371 | 454 | 400 |
| Mutual Aid | 142 | 109 | 116 |
| Refusals | 218 | 62 | 100 |
| Routine Transports | 110 | 146 | 160 |
| Fire Incidents | 783 | 769 | 804 |
| Burning Permits Issued | 428 | 339 | 403 |
| Public & School Tours | 38 | 36 | 14 |
| Outside Lectures | 15 | 10 | 10 |
| INSPECTIONS: Total | 415 | 398 | 412 |
| Occupancy | 222 | 182 | 312* |
| Foster/Day Care | 23 | 19 | unk. * |
| Place of Assembly | 40 | 25 | unk. * |
| Smoke Detectors Only | 18 | 18 | unk. * |
| Wood/Coal Stoves | 68 | 117 | 100 |
| Fire Prevention Consults | 44 | 37 | unk. * |

* During 84/85 inspections were not separated by type, therefore, this data is unavailable. The figure of 312 is the total number of inspections performed with the exception of wood/coal stove installations.

HILLS MEMORIAL LIBRARY

Annual Report 1986-87

THE LIBRARY BUILDING

The facility continues to be our major concern. For several years, Trustees, Friends of the Library, staff, and community-minded citizens have brought their concerns to the Town. While many would prefer to think that Hudson is still a rural community with little need for a library, the facts reveal another story. Typical of libraries throughout the southern tier in the state, while we still retain much of our rural physical setting, the population has changed drastically. Readers have always expected to find a good novel or current bestseller in their public library. While these will always be in the library, today's readers demand far more nonfiction, more business, more technical publications. Even the fiction requests reflect a more sophisticated reader in the community. This is called the "Age of Information," and what this means for a library is allocating more for reference materials and magazine subscriptions. What it also means is a need for more space.

To look at just a few comparative figures over the past ten years:

| | 1976-77 | 1986-87 |
|---|---------|---------|
| New books added | 959 | 1,577 |
| Total books in library | 20,660 | 46,086 |
| Registered borrowers | 9,173 | 12,800 |
| Book loans | 52,688 | 77,624 |
| Books borrowed from other libraries for readers | 278 | 447 |

PROGRAMS

The library has continued to offer the community a number of cultural programs throughout the year. This, in spite of lack of meeting space and the need to close the library to accommodate programs. During the past, the three talks were presented by experts on ethnic foods in provincial New Hampshire; N.H. gravestones as art and life in the colonial era; and, finally, a talk on colonial New Hampshire. Local artists and craftsmen were provided the opportunity to display and sell their creations during the Fall Arts Festival. Our usual Christmas crafts programs and Christmas festivities were celebrated.

CHILDREN'S ROOM

Luring children into the library is vital. They are tomorrow's library users. Children's Librarian, Katharine Amick offered a number of programs this past year. Some 60 children completed the Summer Reader Program. For the past several years all of Hudson's third graders have been immersed in library use. Every day of the week there is a class. The program is designed so that each child is in the library every two weeks.

Storytimes was offered in five sessions this year to 440 pre-schoolers. Every class was filled to capacity. Six additional programs brought some 450 children to the library.

BOOKMOBILE

Thanks to the concerted effort of Alice Jones and the Trustees, Hudson now has one of the finest bookmobiles in New England. Its handicap accessibility is unique and will now serve as a prototype for this kind of service in other libraries throughout the country. We are not only in compliance with the federal handicapped accessibility laws, more important, we can now serve a growing part of Hudson's population. The bookmobile houses 4,000 books. The scheduled stops now include more private and group homes for the elderly. The children love it — all of that room and all of those wonderful children's books. Adults who only remember the classics and Dick and Jane should find time to see the beautifully illustrated and educationally motivated books now available for all ages.

PERSONNEL

Without a doubt, the most memorable change in the library this year was the announcement by Alice Jones that she decided to retire as director of Hills Memorial Library. Who in this community has not met this formidable woman? When Mrs. Jones was appointed director in 1971, the library offered services during the day, never in the evenings or weekends. She had a total of \$2,000 to buy books and pay for magazine subscriptions. To make a long story short, what had been little more than a sleepy stereo-typic small-town library was developed into a professional library reflecting the many changes in Hudson and the surrounding area. The community showed its recognition with a reception and the Town Councillors' proclamation honoring Alice Jones.

Following her departure, the library enthusiastically welcomed Richard H. Dewey, formerly director of the library in Claremont, as its new Director. Mr. Dewey brings 25 years of professional library experience to Hudson.

FRIENDS OF THE LIBRARY

Hudson is fortunate to have an enthusiastic group of citizens who believe in supporting their public library. President Sarsha Moore and members have been responsible for raising funds and devoting time to public relations. Through their efforts, the library loans entrance tickets to the major museums in Boston.

Respectfully submitted,

Board of Trustees

Betsy Westgate, Chairman

Doris Ducharme

Alice Jette

Roger Jette

Gilbert Nolte

Marcella Woodman

Richard H. Dewey, Director

HILLS MEMORIAL LIBRARY

Annual Report 1986-1987

| | Adult | Children | Bookmobile | Totals |
|--------------------|---------------|---------------|--------------|---------------|
| COLLECTIONS | | | | |
| Books Added | 1,027 | 260 | 290 | 1,577 |
| Books Discarded | 687 | 85 | 401 | 1,173 |
| Reference Books | 1,166 | 140 | | 1,306 |
| Magazines | 95 | 20 | | 115 |
| Newspapers | 12 | | | 12 |
| Records | 750 | 54 | | 804 |
| Total Books | 27,554 | 15,109 | 3,423 | 46,086 |

| | | | | |
|------------------------|--------------|--------------|--|---------------|
| LIBRARY PATRONS | | | | |
| New Registrants | 616 | 359 | | 975 |
| Total | 9,000 | 3,800 | | 12,800 |

| | | | | |
|--------------------|--------|--------|-------|--------|
| CIRCULATION | | | | |
| Book Loans | 39,092 | 34,301 | 4,231 | 77,624 |
| Interlibrary Loans | | | | |
| Requests | 457 | | | |
| Fill Rate | 447 | | | |
| Loans | 118 | | | |

| | |
|---------------------------|------------------|
| FINANCIAL | |
| Overdue Fines | \$6063.15 |
| Lost Books | 279.25 |
| Aluminum Can Sales | 309.02 |
| Raffle | 180.00 |
| Children's Room Donations | 227.94 |
| | <hr/> |
| | \$7059.36 |

POLICE DEPARTMENT

During FY1987 the Police Department experienced many changes within its organization. We feel that these changes are positive and will contribute to providing a professional police service to the citizens of Hudson. The turnover of police personnel experienced by the Department in recent years appears to have stabilized with a full staff now in place for the first time in eight years. Working with the Executive Administrator, the Police Department will continue to strive to improve the working environment, provide employee incentives, and, hopefully, increase the tenure of our employees such that the professionalism of the service that we provide our community is enhanced. The Police Department is made up of many fine young men and women who are dedicated to the Town and to their profession. We would like to see them make a career of police service in Hudson.

As in years past, traffic congestion and associated problems continue to be a major problem within our community. We have experienced an increase in property damage, personal injury and fatal accidents on our streets and roads. This pattern deeply concerns us. As a result of these alarming increases, we have developed selective traffic enforcement programs to target problem areas. In addition to selective enforcement programs, we are developing a traffic accident investigation team which will assist in identifying hazards that are the result of unsuitable or inadequate roadways, signs, signals, road markings and regulations. This will aid us in working with other Town departments and jurisdictions to eliminate such hazardous conditions. The Department has also applied for and received several Federal Highway Safety grants to finance our specialized enforcement programs. We will continue to make traffic enforcement one of our top priorities by taking an aggressive, proactive approach toward this problem. We encourage citizens to contact the Police Department if they experience a problem with traffic violators in their neighborhood.

Drug abuse, DWI and serious crimes have increased nationally, as well as in Hudson. Recent studies by the National Institute of Justice (NIJ) indicate the close relationship between drugs and crime. Drug testing research conducted by NIJ showed that between 59 and 92 percent of those charged with serious crimes tested positive for cocaine. Drug abuse has also been shown to be one of the best indicators of serious criminal careers. NIJ research indicates that drug abuse accelerates criminal behavior. Studies show that individuals addicted to drugs commit four to six times more crime during periods of heavy drug use than when they are drug free. A growing number of homicides are suspected to be drug related. This growing evidence of drug-crime connections has resulted in increased efforts among law enforcement agencies to develop new law enforcement tools to cut the supply of and demand for illegal drugs.

In Hudson, the Police Department has developed a drug enforcement program aimed at those involved in the unlawful sale and distribution of illegal drugs. This program includes the seizure and forfeiture of assets obtained through drug trafficking. The Police Department will be working closely with the public schools to plan and implement drug education programs aimed at teaching our children to resist drugs. The Department will be dedicating one

police officer to crime prevention beginning in January, 1988 and drug education will be a top priority in our crime prevention program.

With the implementation of the Town's new Capital Improvements Program, the Police Department will be acquiring a new communications system in FY1988. This system will greatly enhance our ability to respond to our citizens' requests for police services. The Police Department appreciates the efforts of the Town's Executive Administrator, C. David Crumpton, and the Town Council in recognizing the needs of the Police Department and for taking positive steps toward the improvement of police services provided to the citizens of Hudson.

In conclusion, I would personally like to thank the members of the Hudson Police Department, our fellow Town employees, and the Townspeople of Hudson who have provided support for our efforts.

Respectfully submitted,

Al Brackett
Acting Chief of Police

**HUDSON POLICE DEPARTMENT
STATISTICS REPORT
October 1, 1986 - June 30, 1987**

Part I — Crimes

| | |
|---|-----|
| 1. Murder | 01 |
| a. Manslaughter (Vehicular Homicide) | 02 |
| 2. Rape | 04 |
| a. Attempted | 01 |
| 3. Robbery | 01 |
| a. Attempted | 00 |
| 4. Assault (1st & 2nd) | 04 |
| 5. Burglary | 51 |
| a. Attempted | 22 |
| 6. Theft | 294 |
| 7. Auto Theft | 24 |
| a. Attempted | 03 |
| b. Recovered M/V | 11 |
| 8. Arson | 07 |
| a. Attempted | 00 |
| TOTAL | 425 |

Part II — Crimes

| | |
|--------------------------|-----|
| 9. Simple Assault | 42 |
| 10. Forgery | 11 |
| 11. Fraud | 23 |
| 12. Embezzlement | 00 |
| 13. Stolen Property | 05 |
| 14. Criminal Mischief | 165 |
| 15. Weapons Violations | 43 |
| 16. Prostitution | 00 |
| 17. Sex Offenses | 11 |
| 18. Narcotics Violations | 38 |
| TOTAL | 338 |

Part III — Crimes

| | |
|------------------------|-----|
| 19. Gambling | 00 |
| 20. D.W.I. | 119 |
| 21. Liquor Violations | 74 |
| 22. Protective Custody | 70 |
| 23. Fight | 35 |
| 24. Escort | 396 |
| 25. Speeding M/V | 31 |
| TOTAL | 751 |

Other Incidents

| | | | |
|----------------------------|-----|-----------------------------|---------|
| 26. Runaway | 39 | 33. Citations | 2,130 |
| 27. Domestic Disturbance | 145 | 34. Parking Citations | 550 |
| 28. Distrubance (Other) | 12 | 35. Arrests | 492 |
| 29. Trespass | 41 | 36. Child Abuse | 03 |
| 30. Suspicious Veh./Person | 259 | 37. Sudden Deaths | 11 |
| 31. Alarms | 585 | 38. Bomb Threats | 07 |
| 32. Accidents | 635 | 39. Misc. Calls for Service | 3,376 |
| a. Fatality | 02 | 40. Total Miles Traveled | 135,796 |
| b. Injuries (Accidents) | 163 | | |

HUDSON ANIMAL CONTROL DEPARTMENT

We at the Hudson Animal Control Department are pleased to say that our sentiments on animal welfare are being shared by the majority of Hudson residents. This has been proven by the calls we receive, making us aware of the strays without food, water or shelter and also the calls we unfortunately receive about animals not being properly cared for by their owners. We thank you for your help in making us aware of each and every animal in need. We feel that the 30% increase in complaints handled this year, over last, reflect your concern about our animal welfare with our rapidly growing population.

To make you aware of Hudson animal controls activity during 1987, there has been:

- A. 25% increase in citations issued
- B. 33% decrease in strays handled by the shelder
- C. 30% decrease in unwanted animals released to us

Because of this, we are relieved to report a 33% decrease in animals euthanized.

We are here to enforce the very important animal control laws to insure the health and welfare of our Hudson residents. In addition, we offer our services to aid you in dealing with any animal-related incident. This has been known to include everything from removing wildlife from your living rooms to sending the cows home at night. We also rescue the injured animals by the roadside and, unfortunately, there are far too many. Animal Control Officers are available for emergencies 24 hours a day with the cooperation of our fellow police officers.

Animal Control does offer some help for our residents with problem pets, along with our professional advice. Lisa Chouinard holds a dog obedience course once a year.

If we can be of any assistance, call us at 886-6033 from 9:00 to 5:00 or come visit us at 49 Old Derry Road.

The Hudson Police Department would like to welcome Wanda Davidson as our new Assistant Animal Control Officer. Wanda has had experience as a veterinary technician and has been involved with working with animals less fortunate than *most* of our Hudson critters.

In closing, we wish to express our sincere thanks to Acting Chief Brackett, Acting Capt. Gendron, Lt. Closs and Hudson's Finest Officers, and you, the people who have helped make 1987 a success.

YEARLY TOTAL
October 1, 1986 - July 31, 1987

| | | | |
|---------------------------|-----|-----------------------------|-----|
| Stray Dogs | 240 | Lost Dogs | 180 |
| Stray Cats | 54 | Lost Cats | 57 |
| Released Dogs. | 75 | Dog Bites. | 26 |
| Released Cats | 76 | Citations Issued. | 225 |
| Adopted Dogs. | 97 | Animal Complaints | 647 |
| Adopted Cats | 92 | Claimed Dogs | 181 |
| Euthenized Dogs | 20 | Claimed Cats | 3 |
| Euthenized Cats | 54 | Court Cases | 1 |

**DEPARTMENT OF PUBLIC WORKS
AND DEVELOPMENT**

Roy C. Willey, Jr.
Director of Public Works and Development

In October, 1986 a report was given to Town Council which, among other items, identified the need to bring development related activities in the Town of Hudson under control as being critically important to the Town's future. One of the mechanisms proposed for coping with the pressures of development in Hudson was the establishment of the Department of Public Works and Development. The primary objective of the establishment of this department was to improve the Town's organizational arrangements and staff capacity such that it can more effectively meet the various demands of development and provide a level of service that the Town deserves.

The new Department is made up of four divisions: Building and Zoning, Engineering, Facilities, and Planning. In the past, with the exception of Planning, each of these functional areas existed as an independent operation. Under the new organization these activities were brought together to provide a "one stop" contact point for all development-related concerns.

As the result of position turnover and the establishment of new positions, there are many new faces in the Department. The hiring of qualified staff in the economic environment of Southern New Hampshire has proven to be very difficult. However, virtually all of the key positions in the Department have been filled and we are working hard at the tasks of learning a new community, a new job, and all of the completed circumstances that surround the two. We have been fortunate enough to have been able to attract some excellent people in our operation who should prove to be important resources to the community. The length of time required to fill these key positions has caused delays in accomplishing some of the most important objectives of the Department. However, by

the second half of FY1988, we should realize notable progress in a number of areas of concern. We appreciate the community's patience with us as we seek to accomplish some of the most sweeping changes in the history of the Town.

Building and Zoning Division

Jay Minkarah, *Acting Zoning Administrator*

1986/87 has been a period of change and transition for the Building and Zoning Division. Since June, 1987 the Town has had a contract with the Nashua Regional Planning Commission for Jay Minharah to serve as Acting Zoning Administrator for the Town. The pace of growth in Hudson has remained strong although fewer residential building permits were issued in FY1987 than in FY1986. The increase in nonresidential development in recent years has led Hudson to become the third largest generator of employment in the region. The growth and diversification of the Town has brought about new and greater challenges for the Building and Zoning Division. To provide the expertise to meet these increasing demands the Town now has two Code Enforcement Officers, Edward Madigan and William A. Oleksak. Mr. Madigan concentrates on building inspections while Mr. Olekse deals with zoning and health enforcement in addition to building inspections. Administrative support for the Division is now provided by Ms. Joan Glencross. Offices for the Division are in the new Public Works and Development wing of Town Hall.

The Building and Zoning Division is continuing in its efforts to improve our procedures for enforcing building, zoning and health codes. One of the most important functions of the Division, however, is to educate and assist the public. The Zoning, Building, and Health regulations of Hudson are intended to provide the safest, most attractive and livable environment for all the people who live, work or visit the Town.

BUILDING ACTIVITY
July 1, 1986 - June 30, 1987

| | |
|---|----|
| Single-Family Homes | 92 |
| Two-Family Homes | 46 |
| Four-Unit Townhouse Buildings. | 4 |
| Commercial Buildings. | 7 |
| Alterations and Additions to Residential Homes | 89 |
| Alterations and Additions to Commercial Buildings | 9 |
| Alterations and Additions to Industrial Buildings. | 1 |
| Garages and Carports | 62 |
| Swimming Pools | 28 |
| Porches and Decks. | 50 |
| Sheds and Barns | 26 |
| Fences. | 23 |
| Chimneys and Fireplaces. | 14 |
| Signs. | 33 |
| Temporary Signs. | 16 |
| Foundations Only (Residential) | 0 |
| Foundations and Shells for Industrial Buildings. | 2 |

| | |
|---|-----|
| Foundation for Commercial Building | 0 |
| Interior Finish of Industrial Buildings | 1 |
| Repairs Due to Fire | 3 |
| Miscellaneous Permits. | 12 |
| Void Permits | 7 |
| TOTAL | 525 |

Engineering Division

Jeffrey D. Magaw, P.E., *Town Engineer*

While not a new function, the Engineering Division’s role has substantially changed as a result of the formation of the new Department of Public Works and Development. The engineers are no longer responsible for the management of the land use planning function for the Town. Rather, the Engineering Division is now responsible for two broad categories of activities. The first area of concern is the Town public works engineering, construction, and improvement projects. These include street, sewer, drainage, and environmental projects. The second area is design review of proposed development projects in the Town. This includes engineering review of proposed site plan and subdivision design plans.

Although the Engineering Division will no longer provide primary staff support for the Planning Board, it will continue to provide support for the Board in the resolution of engineering issues that result from development activities. The Division will free the Board from having to deal with the kind of detailed engineering matters with which it has been burdened in the past such that it can focus on the more important, broader procedural and policy issues related to development.

The 1986 Town Report outlined the status of a number of Town projects. The status of these projects remains the same with the exception of the projects listed below.

1. *Lowell Road at Wason Road signalization.* This project should be complete in November, 1987.
2. *Derry Street reconstruction.* As of June 30, 1987 bid documents were nearly complete for this project for construction to begin in Autumn, 1987.
3. *Lowell/River/Dracut/Steele Roads intersection reconstruction.* This project is currently under design with construction scheduled for Spring, 1988.
4. *NH Routes 102 and 111 corridor studies.* These studies should be complete for presentation to the Planning Board in Autumn, 1987.
5. *Hudson Industrial Discharge Program.* The program has been implemented. All facility inspections and wastewater sampling schedules are in place. Discharge permits are scheduled to be issued by the end of 1987.

In the midst of changing division roles and personnel turnover, setting a course for the future has been somewhat difficult for the Engineering Division. However, several broad directions have been established. These are outlined below.

1. *Stabilize staffing situation in the Division.* During the last year the Engineering Division has operated with at least two vacancies within the authorized staff. This has seriously impacted the Town's ability to meet its engineering support mission for planning and project activities. Once the Division is fully staffed, the Town will be in a position to assert effective leadership over the engineering function such that reliance on outside consultants will be reduced, costs minimized, and day-to-day management improved.
2. *Support capital improvements planning.* Many infrastructure deficiencies exist in Hudson, particularly in terms of streets and traffic management. The Engineering Division will be working with other Town agencies and the Town's Capital Improvements Program Advisory Committee to identify such needs and program necessary public works improvements needed on a prioritized basis.
3. *Provide support for the growth management policies of the Town.* It is important for the Town to maintain effective and efficient policies and procedures for growth management. The Engineering Division's role in growth management involves ensuring quality engineered and constructed projects.

Given the workload with which the Division has dealt over the past year, in addition to tremendous organizational changes, Ms. Pam Knoop should be recognized for her outstanding contributions to maintaining a reasonable level of stability and production in the Division.

Facilities Maintenance Division

SANITARY AND STORM SEWERS

Ronald C. Gardner, *Sewer Foreman*

During the past year, a great deal of construction has taken place under the local, state, and federally funded sewer contract numbers 7, 8, 9, and 10. As of June 30, 1987 contracts 7 and 8 were nearing completion, with the exception of the pump station called for in contract 8. The outdated pump station on Lowell Road has been eliminated under contract 9 in conjunction with the Central Street reconstruction project. Contract 10 activities will be completed in early 1988.

Many days worth of sewer line testing were performed during the year to ensure the safety of our individual homes and businesses, as well as the protection of the Town as a whole. As a result of this testing, we found several homes with improper venting of sewer gases and other houses discharging sewage into the storm drainage system.

During the past year, drainage projects were completed on Stoney Lane, Pelham Road, Glen Drive, Oliver Drive, Henry Drive, Barrett Hill Road, Spruce Street, and Schaeffer Circle. Several drainage flow easements were cleared of accumulated vegetation growth and debris, allowing the flow to be contained within the easement.

Other activities included regular scheduled flushing of sewer and drain lines, catch basin cleaning and rebuilding, and pump station maintenance.

STREETS

Edward P. Lamper, *Streets Foreman*

The 1986 Townwide paving project was not completed until the autumn of 1986 due to a late start in the work. However, as the result of better planning of the operation and more effective coordination among the operating units of the Town, the 1987 project will be completed in July, 1987 - 4 months earlier than in 1986.

The Central Street reconstruction project will be completed in October, 1987. This project, with its pavement reconstruction, intersection improvements, and new signal lights will improve traffic flow and safety for many motorists and pedestrians.

Last winter's snows created many problems for our Townspeople and the Town's snowfighters. During January, 1987 we were able to maintain the large majority of our street inventory at a safe level with minimal usage of salt. However, the increasing challenge for the Town is to maintain an ever expanding inventory of streets within the constraints of the limited financial resources made available to us.

Heavy early spring rains in 1987 combined with snow cover meltage to create flooding conditions for the Town. Even though some streets became impassable and some residents experienced problems, through cooperative efforts with the Fire Department, we were able to avoid major problems. Costs to the Town were minimized through the successful procurement of Federal emergency funds to reimburse us for expenses that we absorbed.

Street sign vandalism and replacement is proving to be an increasing problem in the Town. If our Townspeople could immediately report such vandalism to us when they observe such, it would be greatly appreciated.

Among minor street projects accomplished during the past year were the installation of guardrails on Bockes Road, Ferry Street, Robinson Road, and Musquash Road. Asphalt shims were placed on David Drive, Stoney Lane, Steele Road, Deer Run, Hazelwood Road, Beechwood Road, Barrett Hill Road, and Hillcrest Estates to increase the service life of the roadway until funds for new pavement can be budgeted. The dangerous curve at 44 Wason Road was improved with the welcomed cooperation of the resident at that address.

Planning Division

Michael H. Reynolds, *Town Planner*

The new position of Town Planner will allow Hudson to have professional in-house urban planning review of development proposals. In recent years Hudson has experienced explosive growth, resulting in an accumulated backlog of subdivision and site plan review applications awaiting Planning Board action. The new Town Planner will, as a top priority, assist the Planning Board in the reduction and eventual elimination of the backlog.

The Town will handle more of its affairs with its in-house Planner, rather than continued reliance on outside consultants. The Town Planner's work will free up the Town engineering staff to concentrate on more traditional engineering activities. Once the backlog is eliminated, the Town Planner can shift to other needed projects, such as Zoning Ordinance and Subdivision Regulation revision.

HUDSON CONSERVATION COMMISSION Annual Report 1986 — 1987

The review of development proposals was the overwhelming activity of the Conservation Commission throughout the year. As Southern New Hampshire became the fastest growing area in New England, Hudson experienced its fair share of that activity. Rarely does a subdivision not in some way affect the Town's wetlands streams and ponds. Assessment of that impact and the submission of a recommendation to the Zoning Board of Adjustment, relative to the wetlands ordinance, was the Commission's prime responsibility.

Six new concrete picnic tables were purchased for Merrill Park with funds from a federal grant. This relatively undeveloped area has the potential to become an outstanding riverside recreation area and major asset to the Town.

Members of the Commission assisted in the annual collection of hazardous waste program sponsored by the Nashua Regional Planning Commission.

The two large Dutch Elms at the Wattonic Grange and Hills Memorial Library were once again treated with a fungistat to control the disease which has destroyed most of the species throughout the country.

A representative from the Elm Institute spoke to the Commission about a disease resistant strain of the Dutch Elm which they have developed. These trees are available through the Johnny Elmseed program in cooperation with the Boy Scouts of America. The Town buys a seedling, the Institute donates one, and a participating scout troop plants and cares for it. It is later transplanted to an appropriate location on Town property. The Commission voted to support such an endeavor.

The Commission continued its program of investing in future conservation by sponsoring a youthful citizen to attend the New Hampshire Interlocken Con-

servation Camp for one week during the summer. Miss Tina Creeden, a student at Alvirne, was this years representative.

The Conservation and Recreation Commissions held a joint session to discuss mutual concerns and interests. It was voted to continue the practice on an annual basis.

A new member, Mrs. Julie Arrendondo, was appointed in May. This brings the Commission to a full compliment of seven members.

Mrs. Ann Seabury assumed the duties of recorder at the beginning of the fiscal year.

Respectively submitted,

James Hankins
Chairman

SOLID WASTE STUDY COMMITTEE (SWSCOM) 1987 Report

The most significant event in the solid waste program for 1987 was the expiration of the first residential pick-up contract and the signing of a new contract. Waste Management, Inc. served us well under the first contract for the first 18 months. The firm was the low bidder once again by a significant margin. The new contract is for 33 months at a fixed price and includes additional services, such as fall and spring yard clean-up collection and white goods curb side pick-up.

Although the price was 50% higher per year than the previous contract, it is considered to be a good value in today's reality of spiraling solid waste disposal costs. Keep in mind that the new contract provides more services and is for a longer period of time than the first contract. The cost amounts to an average of \$3.25 per week per residential unit.

Progress on the capping of the West Road landfill has been disappointing. A number of factors have contributed to the delay. Much continuity was lost with the departure of the Town engineers. The new Director of Public Works has only recently been able to hire replacements.

Another important factor has been the State's reluctance to allow Hudson to install an unlined demolition debris landfill near the existing landfill. A lining is an unnecessary expense for a demolition debris landfill according to our consultant, Goldberg, Zoino and Associates. Meanwhile, demolition debris has been added to the existing landfill.

On a more positive note, quarterly ground water testing at the landfill has been continued. Results have shown leachate migration to be occurring as

predicted with no indication that any well water in the area is in danger of contamination.

There are still many issues to address in the solid waste program. Hopefully, we will see important progress made this coming year. As before, interested individuals are encouraged to join us.

Respectfully submitted,

Gerard J. Casavant, Chairman
Solid Waste Study Committee

ZONING BOARD OF ADJUSTMENT

Since Hudson's citizens all too frequently show a lack of understanding about the purpose and operation of the Zoning Board of Adjustment, the Board traditionally uses this report space to review the reasons for the Board's existence — to explain what it does and how it functions.

Your Zoning Board of Adjustment is the local element of a movement that developed through the past half century. Early in that period, a majority of the nation's citizens became convinced that the combination of haphazard community growth and indiscriminate intermixing of residential housing, commercial buildings, and industrial facilities both reduces property values and impairs land-use efficiency. As a consequence, states and communities across the nation established land-use zoning ordinances and zoning maps to define the proper use of community property and to prevent its indiscriminate use within respective zones. Local Zoning Boards of Adjustment, consisting of appointed volunteers, were then set up to provide local-level relief from overly rigid interpretation of these zoning regulations; if convinced that a variance is appropriate, the Board can vary the provisions of the ordinance for property owners faced with unique property hardships (including nonstandard size, inadequate frontage, incompatible shape, topographical peculiarities, access difficulties, drainage conditions, and the like) that prevent the landowner from using the property in any reasonable fashion. At the same time, the Board also has the responsibility to uphold the zoning decisions of Hudson's citizens, as expressed at past Town Meetings or through the agency of Town Council decisions — so as to ensure that the proposed use of the property is also reasonable to abutting neighbors — as well as to ensure that applications comply with State zoning regulations.

The Zoning Board of Adjustment reviews and judges applications for variances from zoning/use restrictions. The Board also reviews applications for special exception permits and judges appeals of decisions made by Town administrative officials. In the course of these proceedings, the Board hears testimony from both sides (including interested parties and abutters) and then deliberates the merits of each case to make a judgment for or against. During the 1987 fiscal year, as shown in the accompanying table, the Hudson Zoning Board of Adjustment processed a significant case-load schedule. The Board not

only held its required 12 monthly meetings, on the fourth Thursday evening of each month, but also held 15 additional special meetings to handle agenda overflow hearings and special requests (one of these being a joint meeting with the Planning Board and Conservation Commission), with one of these meetings being cancelled because of a snowstorm. The Board also held special work sessions and participated in various seminars and special-topic presentations sponsored by State agencies, the New Hampshire Municipal Association, and the Nashua Regional Planning Commission. During the course of this year, the Board adjudicated 41 variance requests (approving 21 and denying 20), reviewed 16 special exception requests (granting 11 and denying 5), upheld the Zoning Administrator's decision in the single such appeal filed this year, and granted 5 withdrawals. The Board also considered 9 requests for rehearing, allowing 5 of these (of which 3 were denied a second time and the other 2 are still pending) and denying 4. During the course of these proceedings, 15 deferrals were granted (2 on the same case) — of which 2 subsequently were approved, 5 were denied, 2 were withdrawn, and 6 remain pending.

At the end of the year, our Zoning Administrator resigned to accept a position as Town Planner in Massachusetts. Hudson currently is searching for a successor to undertake the double function of processing all applications and coordinating all enforcement activities with respect to zoning violations.

Respectfully submitted,

J. Bradford Seabury, Chairman
Zoning Board of Adjustment

ANNUAL REPORT FOR THE ZONING BOARD OF ADJUSTMENT
July, 1986 through June, 1987

| Date of Meeting | Variance | | Special Exception | | Admin. Appeal | | Request for Rehearing | | De-ferred | With-drawn | Work Session |
|-----------------|----------|------|-------------------|------|---------------|------|-----------------------|------|-----------|------------|--------------|
| | Aprv | Deny | Aprv | Deny | Aprv | Deny | Aprv | Deny | | | |
| 07-10-86 | | | 1 | 1 | | 1 | | | 1 | | |
| 07-24-86 | 2 | 1 | | | | | | | | | |
| 08-06-86 | | | | | | | | | | | W |
| 08-21-86 | 1 | 1 | 1 | | | | 1 | | | 1 | |
| 08-28-86 | 1 | | | | | | | | | | |
| 09-04-86 | 1 | 2 | | | | | | | | | |
| 09-18-86 | | | | | | | 1 | 1 | | | |
| 09-25-86 | 1 | 1 | | | | | | | 2 | | |
| 10-09-86 | 2 | | | | | | | | 1 | 1 | |
| 10-23-86 | 2 | 2 | | | | | | 1 | 1 | | |
| 10-30-86 | 1 | 2 | | 1 | | | | | | | |
| 11-20-86 | 2 | 1 | 2 | | | | | | | | |
| 12-11-86 | | | | | | | | 1 | | | |
| 12-18-86 | | 1 | 2 | | | | | | 2 | | |
| 01-22-87* | | | | | | | | | | | |
| 02-12-87 | | 3 | 1 | | | | | | | | |

| | | | | | | | | | | |
|----------|----|----|----|---|---|---|---|---|----|---|
| 02-26-87 | | 1 | 1 | | | | | | 3 | |
| 03-05-87 | 1 | | | 1 | | | | | | |
| 03-12-87 | | 1 | | 1 | | | | | 2 | |
| 03-23-87 | | | | | | | | | | J |
| 03-26-87 | 1 | | 2 | | | 1 | 1 | 1 | | |
| 04-09-87 | | | | | | 1 | | | | |
| 04-23-87 | 2 | | | 1 | | | | | 1 | |
| 05-21-87 | 1 | 2 | | | | | | 2 | | |
| 06-04-87 | 2 | 2 | | | | | | | | |
| 06-18-87 | | | | | | 1 | | | | |
| 05-25-87 | 1 | | 1 | | | | | | 2 | |
| TOTALS: | 21 | 20 | 11 | 5 | 0 | 1 | 5 | 4 | 15 | 2 |

*Cancelled because of blizzard.

RECREATION DEPARTMENT Final Report 1987

The Summer of 1987 was a record-breaking summer in many ways. Our enrollment figures were way up, parental involvement was increased, various programs were thriving, and the level of excitement was unsurpassed.

The total number of Hudson children enrolled this summer was 821, as opposed to 482 in 1986, and 366 in 1985. Over the past two seasons our enrollment figures have grown 32% and 58% respectively.

The average daily attendance was 187 children, as opposed to an average of 109 children in 1986, and 70 children in 1985. This is an increase of 72%. Our daily average attendance has grown 113% over the past two seasons.

ATTENDANCE BY WEEK

| Week of: | Number Attending: |
|-----------|-------------------|
| June 25 | 244.5 |
| June 29 | 223.25 |
| July 6 | 193.4 |
| July 13 | 161.6 |
| July 20 | 184.07 |
| July 27 | 163.6 |
| August 3 | 166.66 |
| August 10 | 166.25 |
| August 17 | 177.33 |
| August 24 | 176.5 |

BOWLING/SKATING INSTRUCTIONAL PROGRAM

Both our bowling and skating programs continue to grow. This summer we required the Londonderry Bowling Center to all but close itself to the public on the days that we were scheduled to come, as we filled up nearly every lane. An

excellent addition to their facility was an item called a "Buddy Bumper". This was an inflatable tube that they place in the gutter that prevented our young beginning bowlers from being discouraged by a game full of "gutter balls".

We continue to build a good relationship with the people at Roller Kingdom in Tyngsboro. Our weekly roller-skating trips were a highlight of the summer.

FIELD TRIPS

Listed below are the field trips that we went on, along with the number of children participating.

Robinson Pond (7/2): 201
North Shore Music Center (7/9): 170
Robinson Pond (7/16): 157
Robinson Pond (7/23): 170
Pack Manadnock (7/29): 134
York's Wild Kingdom (7/30): 149
New England Science Center (8/6): 129
Canobie Lake (8/20): 201

As of 1986, the largest number of children we ever took on a trip was 141 (Canobie Lake). As you can see, all but two of this year's trips exceeded that former "record".

Our day trips to Robinson Pond were very successful. With the fantastic weather we had, the children were really able to enjoy their time in the water. Janet Bedard and her staff of lifeguards provided excellent assistance whenever we trekked to the pond.

Our *Overnight Campout* was extremely successful. This year we took 115 young campers up to Robinson Pond, which is almost double the number from last year. We also had nearly 40 adults assisting. They either helped serve up our barbeque supper or were adventurous enough to stay and camp out overnight with us. Over a two day period we enjoyed a cook-out, fun and games, campfire, storytelling, marshmallow roasting, talent show, 36 dozen donuts, lots of swimming, a sand castle building contest, arts n' crafts, and a lunch during which we consumed 40 pizzas!

On August 5th, we took nearly 100 youngsters to the Londonderry Cinema for a private screening of the Walt Disney Classic *Snow White*.

Another indication of the growing success of the program has been the increased involvement of the parents. This summer we were assisted by nearly 50 different parents on various trips, cook-outs, etc.

FAMILY NIGHT AT THE MOVIES

We showed seven (7) different movies this summer as part of our "Family Night Movie" program. The average attendance was 52 persons. It would be nice

to see this average grow a little higher, but in an age of VCR's and "sit at home" video's, I'm afraid to say that a lot of parents can't be bothered to take their kids out. The families that do attend seem to enjoy this program.

OTHER PROGRAMS

Along with many of the favorite program activities from last summer, I initiated numerous new ones:

- (1) Basketball Ladder Competitions
- (2) Good Person of the Week Awards
- (3) Senior Dance Party
- (4) "Know your Counselor" Trivia Contest
- (5) Olympics of the Mind Competitions
- (6) Sportsmanship Awards
- (7) "Counselor-for-a-Day" (Selected children took over the running of the Rec Center for a day)

All of the above were well received by the children and boosted the activity level of our program.

We also added the following games/activities to different locations of our center: three (3) tetherball set-ups which were constructed from some leftover piping that we had; a permanent volleyball set-up, which was just laying around the garage; a sandbox play area (thanks to help from the highway department); and a half-court basketball area. The pole for this hoop was put up free-of-charge by Public Service and the backboard and rim were left behind by BSN when they were "damaged" last year. The court paving was donated by L & L Driveways.

I would like to acknowledge the Pop Warner organization that donated two portable soccer nets that were put to good use. Also, to Mr. Al Courtemanche of the Hudson Seniors who generously donated a set of horseshoes and various games.

INSTRUCTIONAL TENNIS PROGRAM

Our tennis program, like most of our other programs, continues to grow. I, again, secured the services of Denis Carter as tennis instructor. Denis not only has a fine knowledge of the game, but he also has a personable teaching manner. We enrolled nearly 70 Hudson adults and children in tennis lessons this year.

ROBINSON POND

Many activities were held at the Robinson Pond Recreation Area again this summer. Campouts for the local Boy Scout troops, field trips for the Primary Special Needs Class and other local schools, a picnic and day trip for the children of Presentation of Mary Day Care were among the activities hosted by the park. Park-run activities included our annual Fourth of July gala celebration. The celebration included an afternoon of games, prizes, contests, balloons, watermelon, and fun. "Float Friday" was another lifeguard initiated fun day . . . All

children were encouraged to bring in their floats, tubes, and rafts for an afternoon of games and just plain fun.

This year, the Robinson Pond and Playground staffs worked together to provide two day trips and an overnight campout for the playground children. These events took place at Robinson Pond and a good time was had by all.

The six-week swimming lesson program had a total enrollment of 308 children as opposed to an enrollment of 261 children in 1986. This represents an increase of 18%. New registrants numbered 173 children and return registrants numbered 135 children. All ages, infant through adult, and all levels, beginner through lifesaver, were taught. Again, as in past years, the teaching staff was outstanding and are to be commended for their performance.

SUMMARY

The success of this summer and the increasing success of the Recreation program is due to many different factors. All of the public relations that has been promoted through the Hudson News and the school-wide newsletters has gotten the word out to much of the Town. I can't say enough of my staff of counselors. Each and every one of them lends a special talent to our program. The wide variety of activities that we offer makes our program more appealing.

Respectfully submitted,

Fred Doppe, Recreation Director
Janet Bedard, Pond Director
Paul Hamilton, Chairman
Joyce Cloutier, Commission Member
Virginia Mosnicka, Commission Member
Earl Houge, Commission Member
Bob Elridge, Commission Member

PLANNING BOARD

In light of ever-increasing development, the Planning Board remains steadfast in its position that developments must be held accountable for their impacts on Town services and roadways.

In 1986 an Interim Growth Ordinance was adopted and thus became the procedure for initiating the corridor studies for Routes 102 and 111. The Planning Board has recently received the Route 102 corridor study and is waiting for the Route 111 study to be completed. These studies, once completed, will provide a formula which will be used to determine the impact fee to be assessed to each new development, based on its impact for that roadway.

A Capital Improvements Plan was recently presented to the Planning Board and Town Council. This plan will likely be adopted early in 1988 after further scrutiny. The CIP will be an important tool, in that fiscal impacts to Town services will be more accurately reflected in fiscal impact statements which are required of any substantial residential development. At a recent meeting with the Hudson School Board, it was learned that they too have completed a CIP for the school system and that this plan will be incorporated with the Town's, thereby insuring that the true impact to the schools will be addressed.

The Master Plan has been revised and is scheduled for adoption by the end of 1987.

In addition to the demands of the development boom, this past year has been an especially traumatic one for Hudson and, more particularly, for the Planning Board. The employee turnover has been an excruciatingly painful process to have had to witness and, ultimately, deal with. The first in a series of resignations came from both the Town Engineer Bob Perreault and his assistant Dennis Boisvert, closely followed by Ed Roberge who was the draftsman and Linda Corcoran, Planning Board Secretary. Each of these individuals was highly qualified and well-versed with their duties; their departures have created problems of a magnitude that no one was able to comprehend prior to their departures. Their experience, expertise and friendship is sorely missed.

The Town Administration has recently hired Jeff McGaw as Town Engineer, Mike Reynolds as Town Planner and Irene Boisvert as Planning Board Secretary. Their jobs within the Planning Board process is critically important and the challenges immense — I'm confident these people will meet those challenges and excel in their respective positions.

Fidele Bernasconi chose not to reapply for a seat on the Planning Board and although he is missed in that position, we are fortunate that he did choose to run for elective office and won by an overwhelming vote. I look forward to his continued involvement with Hudson Town Government.

Sadly, Dave Walch, a Planning Board member for several years, passed away this summer. His wisdom, knowledge and easy-going manner has left a void which cannot be replaced. We have lost a true gentleman.

The Planning Board meets on an average of three times each month and often times more frequently. The development demands placed on Hudson have not lessened in intensity and, in fact, are far greater than in past years. The Planning Board has done its best to insure that each project has received proper engineering review and that each plan is scrutinized in great detail by the Board Members. After review is completed and the plans approved, it is then the responsibility of various Town employees to ensure that the project is constructed as per the approval granted by the Planning Board. Enforcement for non-compliance has always been inadequate but during the past several months, it appears that it has been virtually non-existent. New businesses have cropped up that have not been through the Planning Board site plan review and existing businesses expanded and intensified, again, without site plan review. Although the Planning Board continues to carry out its duties in a manner consistent with state and local statutes, our efforts are fruitless when our local government fails to ensure that building is consistent with our approvals and that, in fact, approval has been sought and granted. The Town Administration must place enforcement at the very top of its priority list and begin to take action on this long neglected duty.

In closing, I must laud the efforts of the individual Planning Board members for their continued interest and involvement on behalf of the Town. Without their unselfish devotion to these demanding and often mundane tasks, I'm afraid that Hudson would experience unbridled growth and the voice of the people would go unheard. My thanks also goes to Bob Perreault and Dennis Boisvert for their continued efforts on Hudson's behalf and their support of the Planning Board. Finally, my gratitude to Bill Drescher, Town Counsel, who is always there for us when we need expert legal advice concerning planning and zoning issues. Bill is someone upon whom we can always rely for trusted and valuable advice. I am confident that his representation of our interests could not be valued more highly.

Respectfully submitted,

Marilyn E. McGrath
Chairperson

| | | | | |
|--------------------------|----------|----|--------|---|
| Subdivisions | Approved | 15 | Denied | 0 |
| Site Plans | Approved | 30 | Denied | 2 |
| Boundary Plans/Easements | Approved | 1 | Denied | 0 |
| Sign Plans | Approved | 3 | Denied | 0 |
| Driveway Waivers | Approved | 1 | Denied | 0 |
| Excavation Plans | Approved | 1 | Denied | 0 |
| Lot Line Relocation | Approved | 7 | Denied | 0 |

TREASURER' REPORT
For the Year Ended June 30, 1987

Balance on Hand — July 1, 1986 **\$ 5,807,746.13**

Receipts:

| | | |
|-----------------------------------|-------------------|------------------------|
| Tax Collector | \$16,222,219.23 | |
| Town Clerk | 1,401,998.88 | |
| Cash Receipts | 1,725,255.00 | |
| Interest on Invenments | 341,643.46 | |
| Transferred from Revenue Sharing | 62,732.00 | |
| Transferred from Capital Projects | <u>994,217.60</u> | |
| | | <u>\$20,748,066.17</u> |
| | | <u>\$26,555,812.30</u> |

Paid Out **\$20,646,144.23**

Balance on Hand — June 30, 1987 **\$ 5,909,668.07**

| | | |
|-----------------------------|------------------------|--|
| Bank of New Hampshire — | | |
| Checking Account | \$ 2,832,034.98 | |
| Bank of New England | 74,457.98 | |
| Returned Checks Outstanding | 3,175.11 | |
| Investments | <u>3,000,000.00</u> | |
| | <u>\$ 5,909,668.07</u> | |

REVENUE SHARING ACCOUNT

| | | |
|--|--|----------------------------|
| Balance on Hand — July 1, 1986 | | \$ 44,057.26 |
| Monies Received | | 65,568.00 |
| Interest Earned | | <u>5,478.16</u> |
| | | \$ 115,103.42 |
| Transferred to General Fund | | <u>62,732.00</u> |
| Balance on Hand — June 30, 1987 | | <u>\$ 52,371.42</u> |

UNREDEEMED TAXES
July 1, 1986 thru June 30, 1987

| | 1985 | 1984 | 1983 | 1982 |
|--------------------|------------|------------|-----------|-----------|
| Debits | | | | |
| Unredeemed | | 128,088.47 | 67,404.19 | 28,158.43 |
| Refunds | 279.83 | 1,810.45 | | |
| Bought by Town | 205,961.25 | | | |
| Interest | 4,916.68 | 15,136.35 | 22,694.17 | (22.60) |
| TOTAL DEBITS | 211,157.76 | 145,035.27 | 90,098.36 | 28,135.83 |
| Credits | | | | |
| Interest Collected | 4,916.68 | 15,136.35 | 22,694.17 | (22.60) |
| Redemptions | 21,379.28 | 72,216.82 | 6,263.13 | 131.57 |
| Abatements | 279.83 | 6,202.22 | 3,768.92 | 2,904.11 |
| TOTAL CREDITS | 26,575.79 | 93,555.39 | 89,098.22 | 3,013.08 |
| Unredeemed | 184,581.97 | 51,479.88 | 1,000.14 | 25,122.75 |

Karen R. Winosky
Tax Collector

RESIDENT TAXES July 1, 1986 thru June 30, 1987

| | 1986 | 1985 | 1984 | 1983 | 1982 | 1981 |
|------------------|-------------|-----------|----------|----------|--------|---------|
| Debits | | | | | | |
| 6/30/86 | | | | | | |
| Uncollected | (43,960.00) | 12,600.00 | 5,470.00 | 2,510.00 | 430.00 | (30.00) |
| Penalties | 1,531.00 | 164.00 | 32.00 | 13.00 | 5.00 | |
| Added Taxes | 18,211.00 | 470.00 | | | | 30.00 |
| Refunds | | 22.00 | | | | |
| Original Warrant | 124,190.00 | | | | | |
| TOTAL DEBITS | 99,972.00 | 14,256.00 | 5,502.00 | 2,523.00 | 435.00 | 0 |
| Credits | | | | | | |
| Taxes Collected | 69,690.00 | 1,680.00 | 320.00 | 130.00 | 50.00 | |
| Penalties | 1,531.00 | 164.00 | 32.00 | 13.00 | 5.00 | |
| Abatements | 28,751.00 | 12,412.00 | 5,150.00 | 2,380.00 | 380.00 | |
| TOTAL CREDITS | 99,972.00 | 14,256.00 | 5,502.00 | 2,523.00 | 435.00 | 0 |
| 6/30/87 | 0 | 0 | 0 | 0 | 0 | |
| Uncollected | | | | | | |

Karen R. Winosky
Tax Collector

YIELD TAXES
July 1, 1986 thru June 30, 1987

| | | |
|---------|-----------------|------------------------|
| 6/30/86 | Debits | |
| | Uncollected | 4,448.59 |
| | Warrants | 6,606.63 |
| | Penalties | <u>108.28</u> |
| | TOTAL DEBITS | <u>11,163.50</u> |
| | Credits | |
| | Taxes Collected | 7,024.70 |
| | Penalties | 108.28 |
| | Abatements | <u>169.00</u> |
| | TOTAL CREDITS | <u>7,301.98</u> |
| 6/30/87 | Uncollected | <u><u>3,861.52</u></u> |

Karen R. Winosky
Tax Collector

SEWER
July 1, 1986 thru June 30, 1987

| | 1986 | 1985 | 1984 | 1983 | 1982 |
|----------------------|-------------------|------------------|---------------|---------------|---------------|
| Debits | | | | | |
| 6/30/86 | | | | | |
| Uncollected | (122,326.82) | 23,860.83 | | | |
| Penalties Collected | 2,736.35 | 4,916.68 | | | |
| Added Taxes | | | | | |
| Refunds | 298.88 | 279.83 | 310.12 | 339.34 | 401.19 |
| Original Warrant | 634,515.00 | | | | |
| TOTAL DEBITS | 515,223.41 | 29,057.34 | 310.12 | 339.34 | 401.19 |
| Credits | | | | | |
| | | | | | |
| Taxes Collected | 514,063.82 | 21,379.28 | | | |
| Penalties | 2,736.35 | 4,916.68 | | | |
| Abatements | 222.32 | 279.83 | 310.12 | 339.34 | 401.19 |
| TOTAL CREDITS | 517,022.49 | 26,575.79 | 310.12 | 339.34 | 401.19 |
| 6/30/87 | | | | | |
| Uncollected | (1,799.08) | 2,481.55 | 0 | 0 | 0 |

Karen R. Wisnosky
Tax Collector

PROPERTY TAXES
July 1, 1986 thru June 30, 1987

| | 1987 | 1986 | 1985 | 1984 | 1983 | 1982 | 1981 | 1980 | 1979 | 1978 |
|------------------|----------------|---------------|------------|------------|----------|----------|----------|----------|----------|----------|
| Debits | | | | | | | | | | |
| 6/30/86 | | | | | | | | | | |
| Uncollected | | (3,885,878.64 | 585,290.44 | (1,665.61) | 851.62 | 2,054.76 | | | | 373.46 |
| Interest | | 64,735.13 | 67,335.87 | 90.98 | (22.60) | (275.82) | | | | (68.52) |
| Added Taxes | | | | | | 333.82 | | | | |
| Refunds | | 10,169.22 | 892.25 | 1,270.18 | 924.29 | 1,055.50 | 1,045.76 | 1,093.99 | 1,235.55 | 1,221.77 |
| Original Warrant | | 14,038,201.00 | | | | | | | | |
| TOTAL DEBITS | 0 | 10,227,226.71 | 653,518.56 | (204.65) | 1,753.31 | 3,168.26 | 1,045.76 | 1,093.99 | 1,235.55 | 1,526.71 |
| Credits | | | | | | | | | | |
| | | | | 90.78 | | | | | | |
| Taxes Collected | 4,931,207.03 | 9,431,720.78 | 555,089.19 | 583.72 | 131.57 | 275.82 | | | | 68.52 |
| Interest | | 64,735.13 | 67,335.87 | | (22.60) | (275.82) | | | | (68.52) |
| Abatements | | 8,895.22 | 283.60 | 595.69 | 924.28 | 3,168.26 | 1,045.76 | 1,093.99 | 1,235.55 | 1,526.71 |
| TOTAL CREDITS | | 9,505,351.13 | 622,708.66 | 1,270.18 | 1,033.25 | 3,168.26 | 1,045.76 | 1,093.99 | 1,235.55 | 1,526.71 |
| 6/30/87 | | | | | | | | | | |
| Uncollected | (4,931,207.03) | 721,875.58 | 30,809.90 | (15,748.37 | 720.06 | 0 | 0 | 0 | 0 | 0 |

Karen R. Wisnosky
Tax Collector

HUDSON ORGANIZATIONS & LEADERS

| | | |
|--|---------------------------------|-------------------|
| Alvirne Chapel | Barbara Fuller | 883-8764/424-3832 |
| American Legion | Gerard Bosse | 889-9777 |
| Bafta Federation of the First Baptist Church of Hudson | Ruth O. Parker | 883-2417 |
| Beta Sigma Phi Sorority | Lynne Ober | 883-9654 |
| Boy Scouts, USA | Leslie Erb | 882-7870 |
| First NH Regiment, Inc. | Steve Rogers | 889-1994 |
| Friends of the Hills Memorial Library | Sarsha Moore | 883-4611 |
| Girl Scouts, USA | Doris Shellenbarger | 889-4551 |
| Green Meadows Golf Club | Philip Friel | 889-1555 |
| 4-H Coordinator | Laurel Dusseault | 673-2510 |
| Hudson Chamber of Commerce | Gail Coryell | 889-4731 |
| Hudson Day Extension Group | Ruth Parker | 883-2417 |
| Hudson Firefighters Relief Assoc. | Howard Dilworth, Sec./Treas. | 889-1959 |
| Hudson Fish & Game Club | Mel Bates | 882-9574 |
| Hudson Fortnightly Club | Ann Seabury | 889-0210 |
| Hudson Grange #11 | B. Richard Bailey | 880-8615 |
| Hudson Historical Society | Donald MacIntyre | 882-9522 |
| Hudson Junior Women's Club | Jane Pfarner | 880-7612 |
| Hudson Kiwanis | Dan Zelonis | 882-1741 |
| Hudson Lioness Club | Cheryl Pelland | 888-7645 |
| Hudson Lions Club | Ed Grenke | 882-3028 |
| Hudson Rotary Club | Curtis Merrifield | 882-5570 |
| Hudson Senior Citizens Club | Alban Courtemanche | 883-7541 |
| Hudson Taxpayers Assoc. | John M. Bednar | 883-7541 |
| Hudson VFW Post | Manuel Biskaduros | 882-5630 |
| Hudson VFW Ladies Auxiliary | Mildred Harding | Lowell Rd. |
| Knights of Columbus | Robert Carbonne | 883-9205 |
| Ladies Guild of St. John's | Jean Brown | 883-3682 |
| Suburban Kidettes | Harold Hellinger | 888-2254 |
| Suburbanettes | Harold Hellinger | 888-2254 |
| Wattanick Grange No. 327 | Claudia Boucher | 882-0277 |

**OFFICE OF THE TOWN CLERK
SPECIAL ELECTION
June 3, 1986**

Moderator Shawn Jasper over-saw this special which was called for the purpose of voting on a INTERIM GROWTH ORDINANCE and (3) ZONING QUESTIONS.

Serving as Assistant Moderators were:

| | | | |
|--------------|---|--------------------|----------------------|
| Ann Seabury | — | Districts 1, 2 & 6 | St. Kathryn's Center |
| Reita Jasper | — | Districts 3, 4 & 5 | Alvirne High School |
| Robert Hill | — | Districts 7, 8 & 9 | Lions Club Hall |

At St. Kathryn's Center — Helen Abbott made the motion to suspend the reading of the warrant and Pat Cunningham seconded the motion and the motion carried. Ann Seabury declared the polls open at 7:00 A.M. There were four absentee ballots processed at 3:00 P.M. Sandra LeVasseur moved that the polls be closed at 7:00 P.M., seconded by Pat Cunningham and the motion carried and the polls closed at 7:01 P.M.

At Alvirne High School — at 6:55 P.M., Ann Smith made the motion to suspend the reading of the warrant and this motion was seconded by Pat Belanger. All present were in favor so the motion carried. Reita Jasper declared the polls open at 7:00 A.M. At 7:03 P.M., Pat Belanger made the motion to close the polls, this motion was seconded by several, so the motion carried and the polls closed at 7:04 P.M. The checklists were tallied and 188 voters voted today.

Moderator Shawn Jasper presided at the Lions Club Hall. The reading of the warrant was suspended by all the voters present and the polls were declared open at 7:00 A.M. The absentee ballots were processed at 3:00 P.M. The polls were closed at 7:00 P.M. by a motion made by Robert Hill and seconded by several.

The ballots were brought to the Lions Hall by the two assistant Moderators and were counted there.

The ballot results were as follows: *(See following sheet)*

Karen R. Wisnosky
Town Clerk

A true copy attest: Karen R. Wisnosky

Vote by punching the appropriate number on the ballot card.
(See voting instructions enclosed)

Question 1.

Are you in favor of the adoption of the INTERIM GROWTH ORDINANCE as proposed by the Planning Board and adopted by the Town Council for the Town Zoning Ordinance?

(Pursuant to RSA 674:23)

Description: The proposed Interim Growth Ordinance, to become Article XX of the Hudson Zoning Ordinance, would be applicable to all projects that come before the Planning Board which are determined to have a traffic impact on N.H. Rte. 102 and N.H. Rte. 111 corridors. The ordinance restricts development approvals unless an applicant agrees in writing to accept his fair share cost allocation as determined by a corridor study to be performed by the Planning Board. The Ordinance provides for hardship relief and exemptions, as determined by the Planning Board, where a project has already made a fair share contribution based on an approved corridor study.

YES 13 301 NO 14 149

Question 2.

Are you in favor of the adoption of Amendment #1 as proposed by petition and adopted by the Town Council for the Town Zoning Ordinance?

(Approved by the Planning Board)

Description: The proposed amendment would rezone (2) lots at the end of Woodcrest Drive and Hazelwood Road from Rural (D) to residential Single Family (A-1SF). (Tax Map 35, Lots 69, 69-1)

YES 25 293 NO 26 165

Question 3.

Are you in favor of the adoption of Amendment #2 as proposed by petition and adopted by the Town Council for the Town Zoning Ordinance?

(Approved by the Planning Board)

Description: The proposed amendment would rezone an area east of Musquash Road to the Pelham Town Line, including Gowing Road, Richman Road, Demery Street, Brook Drive, Chiswick Road, Winding Hollow Road, Dumont Road, Deer Run, Beaver Path, and part of Musquash Road from Rural (D) and Residential (A-2) to Residential (A-1). (Tax Map 6, 9 and 12)

YES 34 283 NO 35 173

Question 4.

Are you in favor of the adoption of Amendment #3 as proposed by petition and adopted by the Town Council for the Town Zoning Ordinance?

(Approved by the Planning Board)

Description: The proposed amendment would rezone the Glen Drive area east of Burns Hill Road, including Glen Drive, Wildwood Terrace, Parkhurst Drive,

Woodridge Drive, Easthill Drive, Lilly Court, Prince Drive and the east side of Virginia Drive from Residential (A-2) and Rural (D) to Residential, Single Family (A-1SF). (Tax Map 14)

YES 46 298 NO 47 161

Result of ballot:

| | |
|-------------|------------|
| Lions Club | 129 |
| St. Kathryn | 221 |
| Alvirne | <u>118</u> |

468 Total ballots cast.

Total on checklist: 8825

A true copy attest: Karen R. Wisnosky

WARRANT
THE TOWN OF HUDSON
THE STATE OF NEW HAMPSHIRE

To the inhabitants of the Town of Hudson, in the County of Hillsborough in the State, qualified to vote in Town affairs:

You are hereby notified to meet at the polling areas, in said Hudson, on Tuesday, June 3, 1986, to vote on the following referendum questions:

QUESTION #1 –

ARE YOU IN FAVOR OF THE ADOPTION OF THE INTERIM GROWTH ORDINANCE AS PROPOSED BY THE PLANNING BOARD AND ADOPTED BY THE TOWN COUNCIL FOR THE TOWN ZONING ORDINANCE? (Pursuant to RSA 674:23)

YES NO

Description: The proposed Interim Growth Ordinance, to become Article XX of the Hudson Zoning Ordinance, would be applicable to all projects that come before the Planning Board which are determined to have a traffic impact on the N.H. Rte. 102 and N.H. Rte. 111 corridors. The ordinance restricts development approvals unless an applicant agrees in writing to accept his fair share cost allocation as determined by a corridor study to be performed by the Planning Board. The Ordinance provides for hardship relief and exemptions, as determined by the Planning Board, where a project has already made a fair share contribution based on an approved corridor study.

QUESTION #2 –

ARE YOU IN FAVOR OF THE ADOPTION OF AMENDMENT #1 AS PROPOSED BY PETITION AND ADOPTED BY THE TOWN COUNCIL FOR THE TOWN ZONING ORDINANCE?

(Approved by the Planning Board)

YES NO

Description: The proposed amendment would rezone (2) lots at the end of Woodcrest Drive and Hazelwood Road from Rural (D) to Residential Single Family (A-1SF). (Tax Map 35, lots 69, 69-1)

QUESTION #3 –

ARE YOU IN FAVOR OF THE ADOPTION OF AMENDMENT #2 AS PROPOSED BY PETITION AND ADOPTED BY THE TOWN COUNCIL FOR THE TOWN ZONING ORDINANCE?

(Approved by the Planning Board) YES NO

Description: The proposed amendment would rezone an area east of Musquash Road to the Pelham Town Line, including Gowing Road, Richman Road, Demery Street, Brook Drive, Chiswick Road, Winding Hollow Road, Dumont Road, Deer Run, Beaver Path and part of Musquash Road from Rural (D) and Residential (A-2) to Residential (A-1). (Tax Map 6, 9 and 12)

QUESTION #4 –

ARE YOU IN FAVOR OF THE ADOPTION OF AMENDMENT #3 AS PROPOSED BY PETITION AND ADOPTED BY THE TOWN COUNCIL FOR THE TOWN ZONING ORDINANCE?

(Approved by the Planning Board) YES NO

Description: The proposed amendment would rezone the Glen Drive area east of Burns Hill Road, including Glen Drive, Wildwood Terrace, Parkhurst Drive, Woodridge Drive, Easthill Drive, Lilly Court, Prince Drive and the east side of Virginia Drive from Residential (A-2) and Rural (D) to Residential, Single Family (A-1SF). (Tax Map 14)

The polling areas for the Town of Hudson are as follows:

| | |
|---------------------|---------------------------|
| District 1, 2 and 6 | St. Kathryn's Parish Hall |
| District 3, 4 and 5 | Alvirne High School Gym |
| District 7, 8 and 9 | Lions Club Hall |

Given under my hand and seal in said Hudson, New Hampshire, this 20th day of May in the Year of OUR LORD, Nineteen Hundred Eighty-six (1986).

Karen R. Wisnosky
Town Clerk

A true copy attest: Karen R. Wisnosky
Town Clerk

RETURN OF SERVICE

On this 20th day of May 1986, before me, Mary Ann Morrill, personally appeared Karen R. Wisnosky, Town Clerk, and she certified that an attested copy of the TOWN WARRANT was posted on Tuesday, May 20th, 1986, at the following public places:

TOWN HALL, 12 School Street, Hudson, N.H.
U.S. POST OFFICE, Derry Street, Hudson, N.H.

Published in the newspaper, HUDSON NEWS on May 23, 1986.

Karen R. Wisnosky
Town Clerk

Mary Ann Morrill
Notary Public

TOWN CLERK'S REPORT
July 1, 1986 thru June 30, 1987

Receipts

| | |
|--------------------|---------------------|
| Motor Vehicles | 1,391,522.00 |
| Dog Licenses | 5,347.85 |
| Marriage Licenses | 3,080.00 |
| Dog Officer Fees | 6,824.00 |
| Boat Permits | 6,429.40 |
| Miscellaneous Fees | <u>8,114.27</u> |
| TOTAL | 1,421,317.52 |

TOWN OCCURRENCES
July 1, 1986 thru June 30, 1987

| | |
|-----------|-----|
| Births | 2 |
| Marriages | 285 |
| Deaths | 47 |

Karen R. Wisnosky
Town Clerk

CURRENT USE ASSESSMENT
July 1, 1986 thru June 30, 1987

| | | 1986 | 1985 |
|---------|----------------------|------------------|-------------------------|
| | Debits | | |
| 6/30/86 | Uncollected | 0 | 23,155.70 |
| | Interest | 48.20 | 4,155.05 |
| | Warrants | <u>77,470.00</u> | <u>25,000.00</u> |
| | TOTAL DEBITS | <u>77,518.20</u> | <u>52,310.75</u> |
| | Credits | | |
| | Interest Collected | 48.20 | 4,155.05 |
| | Taxes Collected | 77,470.00 | 23,155.70 |
| | Abatements | <u>—</u> | <u>—</u> |
| | TOTAL CREDITS | <u>77,518.20</u> | <u>27,310.75</u> |
| 6/30/87 | Uncollected | <u><u>0</u></u> | <u><u>25,000.00</u></u> |

Karen R. Wisnosky
Tax Collector

STATE PRIMARY September 9, 1986

The polls are open from 7:00 A.M. til 7:00 P.M.

Districts 1, 2 and 6 — vote at — St. Kathryn's Parish Hall — Lowell Road

Districts 3, 4 and 5 — vote at — VFW Hall — Bockes Road, off Rte. 111

Districts 7, 8 and 9 — vote at — Lions Club Hall — Lions Avenue.

Election officials appointed by Town Moderator, Shawn Jasper, to serve on this Primary day.

St. Kathryn's

| | |
|-------------------|---|
| Moderator pro tem | — Ann Seabury |
| Selectman | — John P. Lawrence |
| Ballot clerks | — Rose Gardner Esther McGraw Frances Reddig Pat Cunningham Jane Pfarner |

VFW Hall

| | |
|-------------------|---|
| Moderator pro tem | — Jeannette Guill |
| Selectman | — Phyllis Keeney |
| Ballot clerks | — Reita Jasper Constance Lamothe Gertrude Jalbert Ann Smith Patricia Belanger |

Lions Club Hall

| | |
|-------------------|--|
| Moderator pro tem | — Robert W. Hill |
| Selectman | — James Hetzer |
| Ballot clerks | — Bess Mousseau George Mousseau Helen Abbott Florette Panko |

Karen R. Wisnosky
Town Clerk

STATE PRIMARY ELECTION
September 9, 1987
RESULT OF THE BALLOT

DEMOCRATIC PARTY

FOR GOVERNOR

| | |
|-----------------------------|-----|
| Paul M. Gagnon, Manchester | 130 |
| Paul McEachern, Portsmouth | 106 |
| Bruce Anderson, Harrisville | 35 |
| John Sununu, Salem | 3 |

FOR U.S. SENATOR

| | |
|---------------------------|-----|
| Robert Patton, Rye | 15 |
| Endicott Peabody, Hollis | 157 |
| Andrew Templeman, Milford | 10 |
| Robert Dupay, Nashua | 89 |
| Warren Rudman, Nashua | 2 |
| Bruce Valley | 2 |

FOR REPRESENTATIVE IN CONGRESS

| | |
|------------------------------|-----|
| Steven J. Grycel, Derry | 163 |
| Laurence Graig-Green, Antrim | 69 |

FOR EXECUTIVE COUNCILOR

| | |
|--------------------------------|-----|
| Louis D'Allesandro, Manchester | 159 |
| John J. McDonough, Manchester | 65 |
| Robert L. Stanton, Manchester | 36 |

FOR STATE SENATOR

| | |
|------------------------------|-----|
| Harold V. Lynde, Jr., Pelham | 194 |
| Rhona Charbonneau, Hudson | 1 |

**FOR REPRESENTATIVES TO THE GENERAL
COURT — DISTRICT 19**

| | |
|----------------------|-----|
| George H. Baker, Sr. | 185 |
| Joan A. Wagner | 162 |
| John Bednar | 13 |
| John Jasinski | 14 |
| Raymond Morse | 4 |
| Diane Crandall | 1 |
| Richard Crandall | 1 |
| Kevin Riley | 2 |
| Marilyn McGrath | 1 |
| Doris Ducharme | 1 |
| Shawn Jasper | 1 |

**FOR REPRESENTATIVE TO THE GENERAL
COURT — DISTRICT 21**

| | |
|------------------|----|
| Leonard A. Smith | 27 |
|------------------|----|

| | |
|--|------------|
| FOR SHERIFF | |
| Richard C. Frank, Sr., Bedford | 200 |
| FOR COUNTY ATTORNEY | |
| Kris E. Durmer, Nashua | 150 |
| Peter McDonough, Manchester | 66 |
| James A. Normand, Manchester | 33 |
| FOR COUNTY TREASURER | |
| Raymond C. Buckley III, Manchester | 59 |
| Albert N. Dion, Manchester | 83 |
| John J. McDonough, Manchester | 74 |
| FOR REGISTER OF DEEDS | |
| John J. Coughlin, Litchfield | 208 |
| FOR REGISTER OF PROBATE | |
| Jocelyne Champagne, Manchester | 194 |
| Robert Rivard | 1 |
| FOR COUNTY COMMISSIONER | |
| John C. Sarette, Goffstown | 196 |
| FOR DELEGATES TO STATE CONVENTION | |
| Barbara G. Massey | 194 |
| Kenneth J. Massey | 178 |
| Marilyn E. McGrath | 203 |
| Kevin P. Riley | 185 |
| George Mousseau | 14 |
| Bess Mousseau | 12 |
| James Barnes | 1 |
| TOTAL DEMOCRATIC BALLOTS CAST: | 298 |

STATE PRIMARY ELECTION
September 9, 1987
RESULTS OF THE BALLOT

REPUBLICAN PARTY

FOR GOVERNOR

| | |
|-------------------------|-----|
| John H. Sununu, Salem | 255 |
| Roger L. Easton, Canaan | 85 |

FOR U.S. SENATOR

| | |
|--------------------------|-----|
| Warren B. Rudman, Nashua | 301 |
| Bruce Valley | 8 |

FOR REPRESENTATIVE IN CONGRESS

| | |
|------------------------|-----|
| Judd Gregg, Greenfield | 312 |
|------------------------|-----|

FOR EXECUTIVE COUNCILOR

| | |
|--------------------------------|-----|
| Earl A. Rinker III, Manchester | 107 |
| William A. Varkas, Manchester | 156 |

FOR STATE SENATOR

| | |
|---------------------------|-----|
| Rhona Charbonneau, Hudson | 288 |
|---------------------------|-----|

**FOR REPRESENTATIVE TO THE GENERAL
COURT – DISTRICT 19**

| | |
|-------------------|-----|
| David J. Alukonis | 239 |
| Lionel R. Boucher | 238 |
| Doris R. Ducharme | 229 |
| Shawn N. Jasper | 227 |
| G. Philip Rodgers | 242 |
| Willard N. Young | 235 |

**FOR REPRESENTATIVE TO THE GENERAL
COURT – DISTRICT 21**

| | |
|----------------------------|-----|
| Norman B. Lawrence, Pelham | 67 |
| Leonard A. Smith, Hudson | 267 |

FOR SHERIFF

| | |
|------------------------------|-----|
| Louis A. Durette, Manchester | 255 |
|------------------------------|-----|

FOR COUNTY ATTORNEY

| | |
|----------------------------|-----|
| David A. Horan, Manchester | 250 |
| Peter McDonough | 1 |

FOR COUNTY TREASURER

| | |
|-------------------------------|-----|
| Raymond T. Seidel, Manchester | 153 |
| Daniel D. Wihby, Manchester | 79 |

FOR REGISTER OF DEEDS

Judith MacDonald, Manchester 260

FOR REGISTER OF PROBATE

Dale F. Carter, Nashua 206
Robert Rivard, Manchester 56

FOR COUNTY COMMISSIONER

Edward J. Lobacki, Peterborough 266

**FOR DELEGATES TO THE STATE
CONVENTION**

Robert P. Caccia 210
Robert W. Hill 277
Juanita E. Kashulines 218
Norwood H. Keeney, Jr. 264
Norwood H. Keeney III 253
Linda J. Pellerin 234
Alida Weergang 2
George Mousseau 1
Bess Mousseau 1

TOTAL REPUBLICAN BALLOTS CAST: 363

Submitted by: Karen R. Wisnosky, Town Clerk

THE STATE OF NEW HAMPSHIRE

To the Inhabitants of the Town of Hudson in the County of
HILLSBOROUGH, New Hampshire.

You are hereby notified to meet at Lions Hall and St. Kathryn Hall in said
HUDSON on Tuesday, the 4th day of November, 1986 (the polls will be open
between the hours of 7:00 A.M. and 7:00 P.M.) to act upon the following sub-
jects: General Election and Zoning Referendum Questions.

To bring in your votes for Governor, United States Senator, United States
Representative, Executive Councilor, State Senator, State Representative and
County Officers.

To bring in your votes on the alteration and amendment to the New Hamp-
shire Constitution proposed by the 1985 General Court.

Given under our hands and seal, this 4th day of October, in the year of Our
Lord, Nineteen Hundred and Eighty-Six.

A true copy of Warrant — Attest:

Paul E. Inderlitzen, President of Hudson Town Council
Karen R. Wisnosky, Town Clerk

Posted 10-4-86

PUBLIC NOTICE

The Town of Hudson voting districts for the November 4, 1986 election will be located at:

| | | |
|-----------------------|--------------------|------------------------|
| Districts 1, 2 and 6 | St. Kathryn's Hall | — Lowell Road, Rte. 3A |
| *Districts 3, 4 and 5 | Lions Hall | — Lions Ave. |
| *Districts 7, 8 and 9 | Lions Hall | — Lions Ave. |

*Lions Hall will be divided into two separate voting areas.

Karen R. Wisnosky, Town Clerk

Posted: October 4, 1986

| | |
|---|------|
| Total number of registered REPUBLICANS on Checklist | 2622 |
| Total number of registered DEMOCRATS on Checklist | 3057 |
| Total number of UNDECLARED names on Checklist | 3309 |
| Total number of NAMES on Checklist | 8990 |

Name of Town/City (Ward): Hudson

Hudson, N.H. 03051

November 4, 1986

REFERENDUM QUESTIONS

(Vote by placing an (X) in the appropriate box)

Question 1.

Are you in favor of Amendment #1 as (approved by or submitted without recommendation by) the Town Council for the Town Zoning Ordinance?
(Approved by the Planning Board)

Description: The proposed amendment would clarify Article X, Section 3.0 (d) to assure that no more than one single family home or one duplex can be constructed on one lot without subdivision.

YES 2125 NO 514

Question 2.

Are you in favor of Amendment #2 as (approved by or submitted without recommendation by) the Town Council for the Town Zoning Ordinance?
(Approved by the Planning Board)

Description: The proposed amendment would delete Article XVIII which limits the number of building permits issued to 150 per year. This Article has been determined unenforceable.

YES 1348 NO 1243

STATE GENERAL ELECTION
November 4, 1986
BALLOT RESULTS

STRAIGHT TICKETS

| | |
|------------------|-----|
| REPUBLICAN PARTY | 312 |
| DEMOCRATIC PARTY | 244 |

FOR GOVERNOR

| | |
|----------------|------|
| John H. Sununu | 1661 |
| Paul McEachern | 1426 |

FOR U.S. SENATOR

| | |
|------------------|------|
| Warren B. Rudman | 1819 |
| Endicott Peabody | 1035 |
| Bruce L. Valley | 226 |

FOR REPRESENTATIVE IN CONGRESS

| | |
|----------------------|------|
| Judd Gregg | 2267 |
| Laurence Craig-Green | 761 |

FOR EXECUTIVE COUNCILOR

| | |
|--------------------|------|
| Earl Rinker III | 1283 |
| Louis D'Allesandro | 1626 |

FOR STATE SENATOR

| | |
|-------------------|------|
| Rhona Charbonneau | 1684 |
| Harold Lynde, Jr. | 1020 |

**FOR REPRESENTATIVES TO THE
GENERAL COURT – DISTRICT 19**

| | |
|-------------------|------|
| David J. Alukonis | 1725 |
| Lionel R. Boucher | 1553 |
| Doris R. Ducharme | 1611 |
| Shawn N. Jasper | 1321 |
| G. Philip Rodgers | 1411 |
| Willard N. Young | 1189 |
| George Baker, Sr. | 1493 |
| John M. Bednar | 1153 |
| John Jasinski | 1002 |
| Joan A. Wagner | 1692 |

**FOR REPRESENTATIVE TO THE
GENERAL COURT – DISTRICT 21**

| | |
|------------------|------|
| Leonard A. Smith | 2654 |
|------------------|------|

FOR SHERIFF

| | |
|------------------|------|
| Louis A. Durette | 1487 |
| Richard C. Frank | 1167 |

FOR COUNTY ATTORNEY

| | |
|-----------------|------|
| David Horan | 1241 |
| Peter McDonough | 1454 |

FOR COUNTY TREASURER

| | |
|----------------|------|
| Raymond Seidel | 1265 |
| John McDonough | 1409 |

FOR REGISTER OF DEEDS

| | |
|------------------|------|
| Judith MacDonald | 1525 |
| John Coughlin | 1290 |

FOR REGISTER OF PROBATE

| | |
|--------------------|------|
| Robert Rivard | 1401 |
| Jocelyne Champagne | 1240 |

FOR COUNTY COMMISSIONER

| | |
|-----------------|------|
| Edward Lobacki | 1517 |
| John C. Sarette | 1119 |

QUESTION RELATING TO CONSTITUTIONAL AMENDMENTS
PROPOSED BY THE 1985 GENERAL COURT

“Are you in favor of amending the Constitution to provide that the amount in controversy required in order for a party to certain civil suits to be entitled to a jury trial shall be determined by law?

YES 1580 NO 912

| | | |
|---------------|----------|-------------|
| Ballots Cast: | Absentee | 73 |
| | Regular | <u>3072</u> |
| | TOTAL | 3145 |

Submitted by: Karen R. Wisnosky, Town Clerk

FINANCIAL STATEMENTS

AUDITOR'S REPORT ON FINANCIAL PRESENTATION

To the Members of the Town Council
Town of Hudson
Hudson, New Hampshire

We have examined the general purpose financial statements of the Town of Hudson as of and for the year ended June 30, 1987, as listed in the table of contents. Our examination was made in accordance with generally accepted auditing standards and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

As described in Note 1B, the general purpose financial statements referred to above do not include the General Fixed Asset Group of Accounts, which should be included to conform with generally accepted accounting principles. The amount that should be recorded in the General Fixed Assets Account Group is not known.

In our opinion, except that omission of the General Fixed Asset Group of Accounts results in an incomplete presentation, as explained in the above paragraph, the general purpose financial statements referred to above present fairly the financial position of the Town of Hudson at June 30, 1987, and the results of its operations for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

Our examination was made for the purpose of forming an opinion on the general purpose financial statements taken as a whole. The combining fund and individual account group financial statements listed in the table of contents are presented for purposes of additional analysis and are not a required part of the general purpose financial statements of the Town of Hudson. Such information has been subjected to the auditing procedures applied in the examination of the general purpose financial statements and, in our opinion, is fairly stated in all material respects in relation to the general purpose financial statements taken as a whole.

September 28, 1987

CARRI PLODZIK SANDERSON
Professional Association

EXHIBIT A
TOWN OF HUDSON
Combined Balance Sheet – All Fund Types and Account Groups
June 30, 1987

| | Governmental Fund Types | | | Fiduciary Fund Types | Account Groups | Totals (Memorandum Only) | |
|--|-------------------------|-----------------|------------------|----------------------|----------------|--------------------------|---------------|
| | General | Special Revenue | Capital Projects | | | June 30, 1987 | June 30, 1986 |
| ASSETS | | | | | | | |
| Cash and Equivalents | \$4,097,763 | \$136,724 | \$3,840,255 | \$1,430,864 | \$ | \$ 9,505,606 | \$11,230,767 |
| Investments, At Cost | 1,799,000 | | | | | 1,799,000 | |
| Receivables (Net of Allowance For Uncollectibles) | | | | | | | |
| Taxes | 943,295 | | | | | 943,295 | 895,272 |
| Accounts | 48,412 | | | | | 48,412 | 24,012 |
| Accrued Interest | 5,543 | | | | | 5,543 | 9,064 |
| Due From Other Governments | | | | | | | 36,143 |
| Due From Other Funds | 1,168,416 | 4,847 | 215,149 | 26,801 | | 1,415,213 | 2,871,124 |
| Due From Others | | | | 10,390 | | 10,390 | |
| Elderly Tax Liens | 53,652 | | | | | 53,652 | 53,652 |
| Elderly Liens Reserved Until Collected | (53,652) | | | | 103,801 | (53,652) | (53,652) |
| Prepaid Expenses | 103,801 | | | | | 103,801 | |
| Amount To Be Provided For Retirement of General Long-Term Debt | | | | | 6,835,000 | 6,835,000 | 7,645,000 |
| TOTAL ASSETS | \$8,166,230 | \$141,571 | \$4,055,404 | \$1,468,055 | \$6,835,000 | \$20,666,260 | \$22,711,382 |

EXHIBIT A
(Continued)

| | Governmental Fund Types | | | Fiduciary Fund Types | Account Groups | Total (Memorandum Only) | |
|----------------------------------|-------------------------|-----------------|------------------|----------------------|------------------------|-------------------------|---------------|
| | General | Special Revenue | Capital Projects | Trust and Agency | General Long-Term Debt | June 30, 1987 | June 30, 1986 |
| LIABILITIES AND FUND EQUITY | | | | | | | |
| Liabilities | | | | | | | |
| Accounts Payable | \$ 92,698 | \$ | \$ 1,315 | \$ 15,895 | \$ | \$ 109,908 | \$ 58,776 |
| Contracts Payable | | | 127,586 | | | 127,586 | 502,687 |
| Accrued Payroll and Deductions | 45,692 | | | | | 45,692 | 35,602 |
| Accrued Interest Payable | | | | | | | 3,513 |
| Due To Others | | | 1,050,000 | | | 1,050,000 | |
| Yield Tax Security Deposits | 110 | | | | | 110 | |
| Deferred Tax Revenue | 4,993,099 | | | | | 4,993,099 | 4,055,321 |
| Other Deferred Revenue | 6,729 | | | | | 6,729 | |
| Due To Other Governments | | | | 102,520 | | 102,520 | 1,329 |
| Due To Other Funds | 29,268 | 31,877 | 1,328,621 | 25,449 | | 1,415,215 | 2,861,145 |
| Due To Depositors | | | | 966,049 | | 966,049 | 672,473 |
| General Obligation Bonds Payable | | | | | 6,835,000 | 6,835,000 | 7,645,000 |
| Total Liabilities | 5,167,596 | 31,877 | 2,507,522 | 1,109,913 | 6,835,000 | 15,651,908 | 15,835,846 |

EXHIBIT A
(Continued)

| | Governmental Fund Types | | | Fiduciary Fund Types | Account Groups | Totals (Memorandum Only) | |
|--|-------------------------|--------------------|---------------------|-------------------------|--------------------|-----------------------------|---------------------|
| | General | Special Revenue | Capital Projects | | | June 30, 1987 | June 30, 1986 |
| Fund Equity | | | | | | | |
| Fund Balances | | | | | | | |
| Reserved For Encumbrances | 1,001,189 | | 13,232 | | | 1,014,421 | 1,048,535 |
| Reserved For Endowments | | | | 145,346 | | 145,346 | 164,996 |
| Reserved For Incomplete Contracts | | | 1,906,287 | | | 1,996,287 | |
| Reserved For Advance To Sewers | | | | | | | |
| Capital Project | 467,503 | | | | | 467,503 | 467,503 |
| Unreserved | | | | | | | |
| Designated For Capital Projects | | 30,214 | 1,384,263 | 212,796 | | 1,627,273 | 4,105,711 |
| Designated For Debt Service | | | 271,093 | | | 271,093 | 14,637 |
| Undesignated (Deficit) | 1,529,942 | 79,480 | (2,026,993) | | | (417,571) | 1,074,154 |
| Total Fund Equity | 2,998,634 | 109,694 | 1,547,882 | 358,142 | | 5,014,352 | 6,875,536 |
| TOTAL LIABILITIES AND FUND EQUITY | \$8,166,230 | \$141,571 | \$4,055,404 | \$1,468,055 | \$6,835,000 | \$20,666,260 | \$22,711,382 |

The accompanying notes are an integral part of these financial statements.

EXHIBIT B
TOWN OF HUDSON
Combined Statement of Revenues, Expenditures and Changes in Fund Balances
All Governmental Fund Types
For the Fiscal Year Ended June 30, 1987

| | Governmental Fund Types | | | Totals (Memorandum Only) | |
|---|--------------------------------|----------------------------|-----------------------------|---------------------------------|--------------------------|
| | <u>General</u> | <u>Special Revenue</u> | <u>Capital Projects</u> | <u>June 30, 1987</u> | <u>June 30, 1986</u> |
| Revenues | | | | | |
| Taxes | \$15,083,663 | \$ | | \$15,083,663 | \$12,958,473 |
| Intergovernmental Revenues | 888,718 | 29,425 | | 918,143 | 1,085,262 |
| Licenses and Permits | 1,420,704 | | | 1,420,704 | 1,224,908 |
| Charges For Services | 196,298 | | | 196,298 | 195,285 |
| Miscellaneous | 341,727 | 25,859 | 271,093 | 638,679 | 697,200 |
| Other Financing Sources | | | | | |
| Bond Proceeds | | | | | 5,045,000 |
| Operating Transfers In | 62,732 | 225,789 | 158,590 | 447,111 | 515,052 |
| Total Revenues and Other Sources | <u>17,993,842</u> | <u>281,073</u> | <u>429,683</u> | <u>18,704,598</u> | <u>21,721,180</u> |
| Expenditures | | | | | |
| General Government | 1,522,480 | | | 1,552,480 | 1,219,578 |
| Public Safety | 2,264,240 | | | 2,264,240 | 2,001,292 |
| Highways, Streets, Bridges | 872,929 | | | 872,929 | 775,036 |
| Sanitation | 972,428 | | | 972,428 | 557,597 |
| Health | 103,161 | | | 103,161 | 266,594 |

EXHIBIT B
(Continued)

| | Governmental Fund Types | | | Totals (Memorandum Only) | |
|--|--------------------------------|----------------------------|-----------------------------|---------------------------------|--------------------------|
| | <u>General</u> | <u>Special Revenue</u> | <u>Capital Projects</u> | <u>June 30, 1987</u> | <u>June 30, 1986</u> |
| Expenditures (Cont'd.) | | | | | |
| Welfare | 6,400 | | | 6,400 | 41,028 |
| Culture and Recreation | 112,751 | 236,488 | | 349,239 | 313,023 |
| Debt Service | | | | | |
| Principal | 810,000 | | | 810,000 | 490,000 |
| Interest | 587,796 | | | 587,796 | 229,201 |
| Capital Outlay | 284,711 | | 2,189,917 | 2,474,628 | 1,383,710 |
| Other Uses | | | | | |
| Operating Transfers Out | 567,913 | 94,609 | | 662,522 | 397,925 |
| Intergovernmental Transfers | 10,094,283 | | | 10,094,283 | 8,948,184 |
| Total Expenditures and Other Uses | <u>18,199,092</u> | <u>331,097</u> | <u>2,189,917</u> | <u>20,720,106</u> | <u>16,623,168</u> |
| Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses | (205,250) | (50,204) | (1,760,234) | (2,015,508) | 5,098,012 |
| Fund Balances — July 1 | <u>3,203,884</u> | <u>159,718</u> | <u>3,308,116</u> | <u>6,671,718</u> | <u>1,573,706</u> |
| Fund Balances — June 30 | <u>\$2,998,634</u> | <u>\$109,694</u> | <u>\$1,547,882</u> | <u>\$4,656,210</u> | <u>\$6,671,718</u> |

The accompanying notes are an integral part of these financial statements.

EXHIBIT C
TOWN OF HUDSON
Combined Statement of Revenues, Expenditures and Changes in Fund Balances
Budget and Actual
General and Special Revenue Fund Types
For the Fiscal Year Ended June 30, 1987

| | General Fund | | | Special Revenue Funds | | | Totals (Memorandum Only) | | |
|---|-------------------|-------------------|----------------------------------|-----------------------|----------------|----------------------------------|--------------------------|-------------------|----------------------------------|
| | Budget | Actual | Variance Favorable (Unfavorable) | Budget | Actual | Variance Favorable (Unfavorable) | Budget | Actual | Variance Favorable (Unfavorable) |
| Revenues | | | | | | | | | |
| Taxes | \$15,281,213 | \$15,083,663 | (\$ 197,550) | \$ | \$ | \$ | \$15,281,213 | \$15,083,663 | (\$ 197,550) |
| Intergovernmental Revenues | 870,964 | 888,718 | 17,754 | 62,732 | 29,425 | (33,307) | 933,696 | 918,143 | (15,553) |
| Licenses and Permits | 945,200 | 1,420,704 | 475,504 | | | | 945,200 | 1,420,704 | 475,504 |
| Charges for Services | 150,000 | 196,298 | 46,298 | | | | 150,000 | 196,298 | 46,298 |
| Miscellaneous | 150,000 | 341,727 | 191,727 | | 25,859 | 25,859 | 150,000 | 367,586 | 217,586 |
| Other Financing Sources | | | | | | | | | |
| Operating Transfers In | 62,732 | 62,732 | | 223,323 | 225,789 | 2,466 | 286,055 | 288,521 | 2,466 |
| Total Revenues and Other Sources | 17,460,109 | 17,993,842 | 533,733 | 286,055 | 281,073 | (4,982) | 17,746,164 | 18,274,915 | 528,751 |
| Expenditures | | | | | | | | | |
| General Government | 1,759,120 | 1,522,480 | 236,640 | | | | 1,759,120 | 1,522,480 | 236,640 |
| Public Safety | 2,416,919 | 2,264,240 | 152,679 | | | | 2,416,919 | 2,264,240 | 152,679 |
| Highways, Streets, Bridges | 1,556,612 | 872,929 | 683,683 | | | | 1,556,612 | 872,929 | 683,683 |
| Sanitation | 978,572 | 972,428 | 6,144 | | | | 978,572 | 972,428 | 6,144 |
| Health | 108,096 | 103,161 | 4,935 | | | | 108,096 | 103,161 | 4,935 |
| Welfare | 77,700 | 6,400 | 71,300 | | | | 77,700 | 6,400 | 71,300 |
| Culture and Recreation | 152,638 | 112,751 | 39,887 | 223,323 | 236,488 | (13,165) | 375,961 | 349,239 | 26,722 |

EXHIBIT C
(Continued)

| | General Fund | | | Special Revenue Funds | | | Totals (Memorandum Only) | | |
|---|--------------|--------------|----------------------------------|-----------------------|-----------|----------------------------------|--------------------------|--------------|----------------------------------|
| | Budget | Actual | Variance Favorable (Unfavorable) | Budget | Actual | Variance Favorable (Unfavorable) | Budget | Actual | Variance Favorable (Unfavorable) |
| Expenditures (Cont'd.) | | | | | | | | | |
| Debt Service | | | | | | | | | |
| Principal | 810,000 | 810,000 | | | | | 810,000 | | |
| Interest | 597,196 | 587,796 | 9,400 | | | | 597,196 | | 9,400 |
| Capital Outlay | 862,363 | 284,711 | 577,652 | | | | 862,363 | | 577,652 |
| Other Uses | | | | | | | | | |
| Operating Transfers Out | 567,913 | 567,913 | | 62,732 | 94,609 | (31,877) | 630,645 | 662,522 | (31,877) |
| Intergovernmental Transfers | 10,094,283 | 10,094,283 | | | | | 10,094,283 | 10,094,283 | |
| Total Expenditures and Other Uses | 19,981,412 | 18,199,092 | 1,782,320 | 286,055 | 331,097 | (45,042) | 20,267,467 | 18,530,189 | 1,737,278 |
| Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses | (2,521,303) | (205,250) | 2,316,053 | | (50,024) | (50,024) | (2,521,303) | (255,274) | 2,266,029 |
| Fund Balances – July 1 | 3,203,884 | 3,203,884 | | 159,718 | 159,718 | | 3,363,602 | 3,363,602 | |
| Fund Balances – June 30 | \$ 682,581 | \$ 2,998,634 | \$2,316,053 | \$159,718 | \$109,694 | (\$50,024) | \$ 842,299 | \$ 3,108,328 | \$2,266,029 |

The accompanying notes are an integral part of these financial statements.

EXHIBIT D
TOWN OF HUDSON
Combined Statement of Revenues, Expenditures and Changes in Fund Balances
All Trust Funds
For the Fiscal Year Ended June 30, 1987

| | <u>Town Trust Funds</u> | | <u>Capital</u> | | <u>Library Trust Funds</u> | | <u>Library Building</u> | <u>Totals</u> | |
|--|-------------------------|----------------------|----------------------|-------------------|----------------------------|----------------------|-------------------------|----------------------|----------------------|
| | <u>Expendable</u> | <u>Nonexpendable</u> | <u>Reserve Funds</u> | <u>Expendable</u> | <u>Nonexpendable</u> | <u>Nonexpendable</u> | | <u>June 30, 1987</u> | <u>June 30, 1986</u> |
| Revenues | | | | | | | | | |
| New Funds | \$ | \$ 1,300 | \$ | \$ | \$ | | \$ 180 | \$ 1,480 | \$ 2,150 |
| Interest and Dividend Income | 10,661 | | 9,009 | 2,181 | | | 1,859 | 23,710 | 20,973 |
| Gain On Sale of Securities | | | | | | | | | 9,355 |
| Miscellaneous | | | | | | | | | 6,616 |
| Other Financing Sources | | | | 186,000 | | | | 186,000 | 15,082 |
| Operating Transfers In | | | | | | | | | |
| Total Revenues and Other Sources | <u>10,661</u> | <u>1,300</u> | <u>195,009</u> | <u>2,181</u> | | | <u>2,039</u> | <u>211,190</u> | <u>54,176</u> |
| Expenditures | | | | | | | | | |
| Cemetery | 6,140 | | | | | | | 6,140 | 7,223 |
| Library | 2,381 | | | | | | | 2,381 | 15,095 |
| Town Poor | 1,227 | | | | | | | 1,227 | 1,137 |
| School | 40 | | | | | | | 40 | 47 |
| Other | | | | 29 | | | 7 | 36 | |
| Other Uses | | | | | | | | | |
| Operating Transfers Out | | | 23,068 | 2,381 | | | | 25,449 | 22,015 |
| Total Expenditures and Other Uses | <u>9,788</u> | | <u>23,068</u> | <u>2,410</u> | | | <u>7</u> | <u>35,273</u> | <u>45,517</u> |

EXHIBIT D
(Continued)

| | Town Trust Funds | | Capital Reserve Funds | Library Trust Funds | | Library Building | Totals (Memorandum Only) | |
|--|------------------|---------------|--------------------------|---------------------|---------------|---------------------|-----------------------------|------------------|
| | Expendable | Nonexpendable | | Expendable | Nonexpendable | | June 30, 1987 | June 30, 1986 |
| Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses | 873 | 1,300 | 171,941 | (229) | | 2,032 | 175,917 | 8,659 |
| Fund Balances — July 1 | 6,250 | 120,510 | 14,274 | 6,642 | 10,000 | 24,549 | 182,225 | 173,566 |
| Fund Balances — June 30 | \$ 7,123 | \$121,810 | \$186,215 | \$6,413 | \$10,000 | \$26,581 | \$358,142 | \$182,225 |

The accompanying notes are an integral part of these financial statements.

EXHIBIT E
TOWN OF HUDSON
Combined Statement of Changes in Financial Position
All Nonexpendable Trust Funds
For the Fiscal Year Ended June 30, 1987

| | Nonexpendable Trusts | Totals (Memorandum Only) | |
|---|-------------------------|-----------------------------|------------------|
| | Town | June 30, 1987 | June 30, 1987 |
| Sources of Working Capital | | | |
| New Funds | \$1,300 | \$1,300 | \$ 2,150 |
| Gain On Sale of Securities | | | 9,355 |
| Net Increase in Working Capital | <u>\$1,300</u> | <u>\$1,300</u> | <u>\$11,500</u> |
| Elements of Net Increase (Decrease) in Working Capital | | | |
| Cash | \$1,300 | \$1,300 | \$16,600 |
| Investments | | | (5,095) |
| Net Increase in Working Capital | <u>\$1,300</u> | <u>\$1,300</u> | <u>\$11,505</u> |

The accompanying notes are an integral part of these financial statements.

TOWN OF HUDSON
NEW HAMPSHIRE
NOTES TO THE FINANCIAL STATEMENTS
JUNE 30, 1987

NOTE 1 -- SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The following is a summary of significant accounting policies employed in the preparation of these financial statements.

A. Fund Accounting

The accounts of the Town are organized on the basis of funds or account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures, as appropriate. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The various funds are grouped by type in the financial statements. The following fund types and account groups are used by the Town:

GOVERNMENTAL FUNDS

General Fund — The General Fund is the general operating fund of the Town. All general tax revenues and other receipts that are not allocated by law or contractual agreement to another fund are accounted for in this fund. From the fund are paid the general operating expenditures, the fixed charges, and the capital improvement costs that are not paid through other funds.

Special Revenue Funds — Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than expendable trust or major capital projects) requiring separate accounting because of legal or regulatory provisions or administrative action. Included in this fund type are the Federal Revenue Sharing, Conservation Commission, Hills Memorial Library, and Sewer Funds.

Capital Projects Funds — Transactions related to resources obtained and used for the acquisition, construction or improvement of capital facilities are accounted for in Capital Projects Funds. Such resources are derived principally from proceeds of long-term notes or bonds and from Federal and State grants.

FIDUCIARY FUNDS

Trust and Agency Funds — Trust and Agency Funds are used to account for the assets held in trust or as an agent by the Town for others.

B. Account Groups (Fixed Assets and Long-Term Liabilities)

All governmental funds are accounted for on a spending or “financial flow” measurement focus. This means that only current assets and current liabilities are generally included on their balance sheets. Their reported fund balance (net current sales) is considered a measure of “available spendable resources”. Governmental fund operating statements present increases (revenues and other financing sources) and decreases (expenditures and other uses) in net current assets. Accordingly, they are said to present a summary of sources and uses of available spendable resources during a period.

General fixed assets have been acquired for general governmental purposes and have been recorded as expenditures in the fund making the expenditure. These expenditures are required to be capitalized at historical cost in a General Fixed Asset Group of Accounts for accountability purposes. In accordance with the practices followed by other municipal entities in the State, the Town does not maintain a record of its general fixed assets and, accordingly, a statement of general fixed assets, required by generally accepted accounting principles, is not included in this financial report.

Long-term liabilities expected to be financed from governmental funds are accounted for in the General Long-Term Debt Account Group. This account group is not a fund. It is concerned only with the measurement of financial position and not results of operations. Since they do not affect net current assets, such long-term liabilities are not recognized as governmental fund type liabilities. They are instead reported as liabilities in the General Long-Term Debt Account Group.

C. Basis of Accounting

The accounts of the General, Special Revenue, Capital Projects, and Expendable Trust Funds are maintained and reported on the modified accrual basis of accounting. Under the modified accrual basis of accounting, sources of financial resources and assets are recognized when measurable and available to finance operations during the year. Uses of financial resources and liabilities are recognized when obligations are incurred from receipt of goods and ser-

vices, when assessments are made by the State or, in the case of judgments and claims against the Town when there is a probability that such judgments and claims will result in liabilities, the amounts of which can be reasonably estimated. Exceptions to this general rule include: 1) accumulated unpaid vacation and sick pay, and 2) principal and interest on general long-term debt which is recognized when due. All Nonexpendable Trust and Agency Funds are accounted for using the accrual basis of accounting.

D. Budgetary Accounting

General governmental revenues and expenditures accounted for in budgetary funds are controlled by a formal integrated budgetary accounting system in accordance with various legal requirements which govern the Town's operations. State Statutes require balanced budgets but provide for the use of beginning general fund unreserved fund balance to achieve that end. In 1986-87, the beginning fund balance was applied as follows:

| | |
|-------------------------------------|---------------------------|
| Unreserved Fund Balance | |
| Used to Reduce Tax Rate | \$1,486,000 |
| Beginning Fund Balance | |
| Reserved for Encumbrances | <u>1,035,303</u> |
| Total Use of Beginning Fund Balance | <u><u>\$2,521,303</u></u> |

E. Encumbrances

Encumbrance accounting, under which purchase orders, contracts, and continuing appropriations (certain projects and specific items not fully expended at year end) are recognized, is employed in the governmental funds. Encumbrances are not the equivalent of expenditures and are therefore reported as part of the fund balance at June 30, 1987 and are carried forward to supplement appropriations of the subsequent year.

The General Fund reserve for encumbrances at June 30, 1987 is detailed in Exhibit A-2 and totals \$1,001,189.

The Capital Projects Fund reserve for encumbrances is \$13,232 and is disclosed by project in Exhibit C-1.

F. *Cash and Investments*

At year end, the carrying amount of the Town's deposits was \$9,504,606 and the bank balance was \$9,288,751. Of the bank balance, \$845,246 was covered by Federal depository insurance and \$8,443,505 was uninsured.

State Statutes authorize the Town to invest excess funds in the custody of the Treasurer, in obligations of the United States Government, in savings bank deposits of banks incorporated under the laws of the State of New Hampshire, or in certificates of deposit of banks incorporated under the laws of the State of New Hampshire, or in national banks located within this state or the State of Massachusetts. These financial statements report investments in certificates of deposit and savings bank deposits under the caption Cash and Equivalents.

The Town is further authorized to invest Trust Funds in obligations of political subdivisions and stocks and bonds, as they are legal for investment by New Hampshire savings banks. Capital Reserve Funds must be kept separate and not intermingled with Trust Funds. Capital Reserve Funds may be invested only by deposit in savings bank deposits of New Hampshire banks, or in United States or State of New Hampshire bonds or notes.

Investments in all instances are stated at cost, or in the case of donated investments, at market value at the time of bequest or receipt. Investments at year end are as follows:

| | <u>Carrying Amount</u> |
|----------------------|------------------------|
| Repurchase Agreement | <u>\$1,799,000</u> |

G. *Accumulated Unpaid Vacation and Sick Pay*

Accumulated unpaid vacation and sick pay is not accrued in the governmental funds. Employees that have accumulated sick leave (up to sixty days) prior to January 31, 1984, are entitled to a lump sum cash payment upon separation of employment with the Town. Sick leave accumulated subsequent to January 31, 1984, lapses at the end of the fiscal year. The estimated liability of sick leave due to separation or retirement is not material at June 30, 1987. Vacation is granted in varying amounts based on length of service. Vacation pay accumulation does not exceed a normal year's allowance.

H. *Property Tax Revenue*

1. *General* – The property taxes collected by the Town include taxes levied for the Hudson School District and Hillsborough County, which are remitted to these governmental units as required by law.

Taxes are levied on the assessed value of all taxable real property as of the prior April 1, and are due in two installments on July 1, and December 1. Under State law, the Tax Collector sells at tax sale all uncollected property taxes in the following year after taxes are due. The purchaser at tax sale receives a priority tax lien on these properties and accrues interest at 18 percent per annum. If property is not redeemed within the two-year redemption period, the property is tax deeded to the lien holder.

2. *Tax Revenue Recognition* – The Town has recorded deferred tax revenues of \$4,993,099 at June 30, 1987 which represent receipts on the first installment of property taxes and other 1987-88 taxes received as of June 30.
3. *Provision for Abatements and Refunds* – The Town does not have a reserve for uncollected taxes. Annually, as prescribed by law, the Town establishes and raises through taxation an amount referred to as overlay, for abatements and refunds on all taxes. The amount raised in 1986-87 was \$55,224 and expenditures amounted to \$95,143.
4. *Application of NCGA Interpretation 3* – The National Council on Governmental Accounting, Interpretation 3, referring to property tax revenue recognition, requires disclosure if property taxes receivable, which are to be collected beyond a period of 60 days subsequent to June 30, 1987, are recognized on the balance sheet and not reserved. In accordance with the practice followed by other municipal entities in the State of New Hampshire, the Town of Hudson annually recognizes, without reserve, all tax receivables at the end of the fiscal year. The Town believes that the application of NCGA Interpretation 3, which would result in a decrease in the undesignated General Fund unreserved fund balance, would give a misleading impression of the Town's ability to meet its current and future obligations. We concur with this decision, which is consistent with the previous years' reporting.

I. Interfund Transactions

During the course of normal operations, the Town has numerous transactions between funds, including expenditures and transfers of resources to provide services and fund capital outlay. The accompanying governmental fund financial statements reflect such transactions as transfers.

J. Interfund Receivable and Payable Balances

Individual fund interfund receivable and payable balances at June 30, 1987 were as follows:

| <u>Fund</u> | <u>Interfund Receivables</u> | <u>Interfund Payables</u> |
|------------------------|----------------------------------|-------------------------------|
| General Fund | \$1,168,416 | \$ 29,268 |
| Special Revenue Funds | 4,847 | 31,877 |
| Capital Projects Funds | 215,151 | 1,328,621 |
| Trust and Agency Funds | 26,801 | 25,449 |
| <i>Totals</i> | <u>\$1,415,215</u> | <u>\$1,415,215</u> |

K. Reserved for Advance to Sewer Facilities Capital Project Fund

This amount (\$467,503) represents the balance owned the General Fund from the Sewer Facilities Capital Project Fund as a result of advances made in previous years to the project. The Town's consulting engineer estimates that approximately \$714,158 is reimbursable through the U.S. Environmental Protection Agency Grants. However, of this amount reimbursable, \$502,687 is still owed the general contractor for retainage. As a result of this apparent shortfall, and the unavailability of grant funds until the approval of grant applications, the full amount has been reserved in the General Fund equity at June 30. See Note 7 entitled Capital Projects Fund Deficit, for further explanation to related litigation.

NOTE 2 – CHANGES IN LONG-TERM DEBT

The following is a summary of long-term debt transactions of the Town for the fiscal year ended June 30, 1987.

| | <u>General Obligation Debt</u> |
|--------------------------------------|--------------------------------|
| Long-Term Debt Payable July 1, 1986 | \$7,645,000 |
| Long-Term Debt Retired | <u>810,000</u> |
| Long-Term Debt Payable June 30, 1987 | <u>\$6,835,000</u> |

Long-term debt payable at June 30, 1986 is comprised of the following individual issues:

General Obligation Debt

| | |
|---|---------------------------|
| \$5,045,000 1985 Public Improvement Bonds due in annual installments of \$345,000 in 1986-87, \$350,000 through 1992-93, \$325,000 through 2000-2001; interest is variable from 7.60% to 8.10% | \$4,700,000 |
| \$4,950,000 1979 Sewer Serial Bonds due in annual installments of \$400,000 through November 1, 1991; interest at 6.20%. (This issue is partially funded by an annual grant from the State of New Hampshire.) | 2,000,000 |
| \$450,000 1979 Street Bonds due in annual installments of \$50,000 through November 1, 1998; interest at 6.79% | 100,000 |
| \$139,500 1979 Equipment Bonds due in annual installments of \$15,000 through July 1, 1988, and \$5,000 on July 1, 1989; interest is at rates from 5.75% to 6.50% | <u>35,000</u> |
| <i>Total</i> | <u><u>\$6,835,000</u></u> |

The annual requirements to amortize all debt outstanding as of June 30, 1987, including interest payments, are as follows:

Annual Requirements to Amortize Long-Term Debt

| <u>Fiscal Year Ending June 30</u> | <u>General Obligation Debt</u> | | |
|---------------------------------------|--------------------------------|---------------------------|---------------------------|
| | <u>Principal</u> | <u>Interest</u> | <u>Total</u> |
| 1988 | \$ 815,000 | \$ 467,938 | \$1,282,938 |
| 1989 | 815,000 | 412,340 | 1,227,340 |
| 1990 | 755,000 | 358,694 | 1,113,694 |
| 1991 | 750,000 | 307,150 | 1,057,150 |
| 1992 | 750,000 | 255,750 | 1,005,750 |
| 1993 | 350,000 | 216,750 | 566,750 |
| 1994-2000 | 2,600,000 | 825,825 | 3,425,835 |
| <i>Totals</i> | <u><u>\$6,835,000</u></u> | <u><u>\$2,844,447</u></u> | <u><u>\$9,679,447</u></u> |

All debt is general obligation debt of the Town, which is backed by its full faith and credit.

NOTE 3 – DEFINED BENEFIT PENSION PLAN

Most Town of Hudson full-time employees participate in the New Hampshire Retirement System, a multiple-employer public employee retirement system. The payroll for employees covered by the system for the year ended June 30, 1987 was \$2,052,611; the Town's total payroll was \$2,229,476.

All Town full-time employees are eligible to participate in the system. Employees who retire before age 65 are entitled to a retirement benefit equal to approximately fifty percent of the employee's average final compensation. After attainment of age 65, the payment by the Retirement System is reduced by the amount of the individual's Social Security entitlement payments. The system also provides death and disability benefits, which are established by State Statute.

Covered employees other than police and fire personnel are required by State Statute to contribute 4.6% of their salary to the plan; police and firemen contribute 9.3%. The Town is required by the same statute to contribute a percentage of the employee's salary, based on an actuarial valuation of the entire State plan performed June 30, 1983. These contributions represented 7.74% for police and 9.76% for firemen and 1.21% for all other employees. The contribution requirements for the year ended June 30, 1987 were \$263,974, which consisted of \$113,428 from the Town and \$150,546 from employees.

The "pension benefit obligation" is a standardized disclosure measure of the present value of pension benefits, adjusted for the effects of projected salary increases and step-rate benefits, estimated to be payable in the future as a result of employee service to date. The measure, which is the actuarial present value of credited projected benefits, is intended to help users assess the system's funding status on a going-concern basis, assess progress made in accumulating sufficient assets to pay benefits when due, and make comparisons among retirement systems and employers. The State retirement system does not make separate measurements of assets and pension benefit obligations for individual employers. According to plan administrators, the pension benefit obligation at June 30, 1985 for the system as a whole, determined through an actuarial valuation performed as of that date, was \$465,985,000. The system's net assets available for benefits on that date (valued at market) were \$520,224,785, leaving no unfunded pension benefit obligation. The percentage that the Town of Hudson has in relation to the entire plan cannot be determined.

NOTE 4 – TRUST FUNDS

The principal amount of all Nonexpendable Trust Funds is restricted either by law or by terms of individual bequests in that only income earned may be expended. The Town's Nonexpendable and Expendable Trust Funds at June 30, 1987 are detailed as follows:

| <u>Purpose</u> | <u>Nonexpendable</u> | <u>Expendable</u> |
|-------------------------------------|----------------------|-------------------|
| Cemetery Perpetual Care | \$ 75,943 | \$ 583 |
| Alverne Chapel | 10,000 | |
| Town Poor | 5,000 | 6,540 |
| Library | | |
| Books | 5,367 | |
| Building, Improvements and Other | 35,000 | 32,994 |
| Benefit of School | 500 | |
| | <hr/> | <hr/> |
| <i>Totals</i> | <u>\$131,810</u> | <u>\$40,117</u> |

NOTE 5 – EXPENDABLE CAPITAL RESERVE/PROJECT TRUSTS

The Capital Reserve Fund balances held by the Trustees of Trust Funds at June 30, 1987 are as follows:

| <u>Purpose</u> | <u>Amount</u> |
|--------------------------------|------------------|
| Ambulance | \$ 23,417 |
| Library Expansion | 18,711 |
| Lowell River Road Construction | 80,879 |
| Revaluation | 63,208 |
| | <hr/> |
| <i>Total</i> | <u>\$186,215</u> |

NOTE 6 – LITIGATION

There are two condemnation cases pending before the Eminent Domain Commission. Collectively, judgment against the Town could result in a total expenditure of \$10,000.

Also, several tax abatement cases are pending against the Town. All cases involved claimed abatements for commercial property assessed in previous years. Legal counsel has stated that if the cases are decided adversely against the Town and if the respective years' taxes have been paid, substantial tax refunds, plus interest, will be owed. The dollar amount has not been determined.

There are other pending lawsuits in which the Town is involved. However, counsel has advised that none should result in monetary exposure to the Town, other than funds required for costs and legal fees for said litigation. No amounts have been accrued for financial statement purposes at this time.

NOTE 7 – CAPITAL PROJECTS FUND DEFICIT – \$2,026,993

The following capital projects are in a deficit position at June 30, 1986:

| <i><u>Project</u></i> | <i><u>Deficit</u></i> <i><u>June 30, 1987</u></i> |
|-------------------------------|--|
| Central Street Reconstruction | \$ 441,548 |
| Sewer Facilities Project | 1,432,538 |
| Sagamore Industrial Park | 28,096 |
| Town Hall Renovation Project | <u>124,811</u> |
| <i>Total</i> | <u><u>\$2,026,993</u></u> |

The projects deficits include a negotiated settlement with the general contractor for the sewer project. The amount of the settlement totaled \$1,050,000 and is recorded as a liability on the financial statements at June 30. There is a settlement still pending with the engineering firm as of June 30, 1987.

Central Street Reconstruction – The Town has billed the State of New Hampshire a total of \$396,286 in the subsequent fiscal year for eligible construction costs incurred in 1986-87. It is the Town's intention to either transfer from unexpended capital projects funds or to issue general obligation bonds to finance any remaining costs.

Sewer Facilities Project – This deficit will be funded in the subsequent period as follows:

| | |
|---|---------------------------|
| Estimated Federal Reimbursement Pending | \$ 600,000 |
| General Fund Appropriation | 800,000 |
| Sewer Fund Appropriation | <u>100,000</u> |
| <i>Total</i> | <u><u>\$1,500,000</u></u> |

Town Hall Renovation and Sagamore Industrial Park Projects – The Town intends to transfer from unexpended capital projects to cover the projected deficits in these projects.

**COMBINING AND INDIVIDUAL FUND
FINANCIAL STATEMENTS**

EXHIBIT A-1
TOWN OF HUDSON
General Fund
Statement of Estimated and Actual Revenues
For the Fiscal Year Ended June 30, 1987

| REVENUES | Estimated | Actual | Over (Under) Budget |
|---|-------------------|-------------------|------------------------------------|
| Taxes | | | |
| Property and Inventory | \$14,039,122 | \$14,041,577 | \$ 2,455 |
| Resident | 134,190 | 134,360 | 170 |
| National Bank Stock | 50 | | (50) |
| Yield | 1,200 | 6,569 | 5,369 |
| Land Use Change | 50,000 | 77,470 | 27,470 |
| Sewer | 858,651 | 634,668 | (233,983) |
| Interest and Penalties on Taxes | 198,000 | 189,019 | (8,981) |
| Total Taxes | 15,281,213 | 15,083,663 | (197,550) |
| Intergovernmental Revenues | | | |
| State | | | |
| Shared Revenue | 192,339 | 190,930 | (1,409) |
| State Aid Water Pollution Projects | 150,576 | 150,576 | |
| Business Profits Tax | 361,574 | 361,574 | |
| Highway Block Grant | 166,475 | 174,742 | 8,267 |
| Federal Grants | | | |
| Recreation Grant | | 572 | 572 |
| Flood Emergency | | 10,324 | 10,324 |
| Total Intergovernmental Revenues | 870,964 | 888,718 | 17,754 |
| Licenses and Permits | | | |
| Motor Vehicle Permit Fees | 911,200 | 1,391,068 | 479,868 |
| Dog Licenses | 4,000 | 3,933 | (67) |
| Business Licenses, Permits and Fees | 30,000 | 25,703 | (4,297) |
| Total Licenses and Permits | 945,200 | 1,420,704 | 475,504 |
| Charges for Services | | | |
| Income from Departments | 150,000 | 196,298 | 46,298 |

| <u>REVENUES</u> | <u>Estimated</u> | <u>Actual</u> | <u>Over (Under) Budget</u> |
|--|---------------------|---------------------|------------------------------------|
| Miscellaneous Revenues | | | |
| Interests on Deposits | 150,000 | 336,476 | 186,476 |
| Sale of Town Property | | 1,650 | 1,650 |
| Other | | 3,601 | 3,601 |
| | <u> </u> | <u> </u> | <u> </u> |
| Total Miscellaneous Revenues | 150,000 | 341,727 | 191,727 |
| | <u> </u> | <u> </u> | <u> </u> |
| Other Financing Sources | | | |
| Operating Transfers in Special Revenue Fund | | | |
| Revenue Sharing Fund | 62,732 | 62,732 | |
| | <u> </u> | <u> </u> | <u> </u> |
| Total Revenues | 17,460,109 | <u>\$17,993,842</u> | <u>\$533,733</u> |
| Fund Balance Used to Reduce Tax Rate | <u>1,486,000</u> | | |
| Total Revenues and Use of Fund Balance | <u>\$18,946,109</u> | | |

EXHIBIT A-2
TOWN OF HUDSON
General Fund
Statement of Appropriations, Expenditures and Encumbrances
For the Fiscal Year Ended June 30, 1987

| | Encumbered From 1985-86 | Appropriations 1986-87 | Expenditures Net of Refunds | Encumbered To 1987-88 | (Over) Under Budget |
|------------------------------------|----------------------------|---------------------------|--------------------------------|--------------------------|---------------------------|
| General Government | | | | | |
| Town Officers' Salaries | \$ | \$ 23,050 | \$ 23,529 | \$ | (\$ 479) |
| Town Officers' Expenses | | 301,173 | 317,500 | 3,300 | (19,627) |
| Election and Registration Expenses | | 15,115 | 9,956 | | 5,159 |
| Cemeteries | | 1,000 | | 4,600 | (3,600) |
| General Government Buildings | | 31,500 | 30,352 | | 1,148 |
| Assessing Department | | 51,176 | 50,060 | 750 | 366 |
| Planning and Zoning | 2,791 | 43,204 | 37,615 | | 8,380 |
| Legal Expenses | | 99,658 | 67,240 | | 32,418 |
| Engineering Department | | 109,122 | 105,844 | | 3,278 |
| Contingency Fund | | 50,000 | 20,570 | 23,280 | 6,150 |
| FICA, Retirement and Pension | | | | | |
| Contributions | | 279,384 | 212,491 | | 66,893 |
| Insurance | | 447,342 | 310,055 | | 137,287 |
| Unemployment Compensation | | 4,000 | 103 | | 3,897 |
| Finance Department | | 80,220 | 86,060 | | (5,840) |
| Medical and Dental Insurance | | 165,161 | 155,962 | | 9,199 |
| Overlay | | 55,224 | 95,143 | | (39,919) |
| Total General Government | 2,791 | 1,756,329 | 1,522,480 | 31,930 | 204,710 |

EXHIBIT A-2 (Continued)

| | Encumbered From 1985-86 | Appropriations 1986-87 | Expenditures Net of Refunds | Encumbered To 1987-88 | (Over) Under Budget |
|---|----------------------------|---------------------------|--------------------------------|--------------------------|---------------------------|
| Public Safety | | | | | |
| Police Department | 291 | 974,675 | 941,080 | 35,416 | (1,530) |
| Fire Department | | 701,391 | 644,262 | 15,585 | 41,544 |
| Civil Defense | | 50 | | | 50 |
| Building/Zoning Department | | 72,924 | 75,839 | | (2,915) |
| Hydrant Rental | | 629,146 | 584,329 | | 44,817 |
| Sanders Traffic Study | 38,442 | | 18,730 | 19,712 | |
| Total Public Safety | 38,733 | 2,378,186 | 2,264,240 | 70,713 | 81,966 |
| Highways, Streets, Bridges | | | | | |
| Public Works and Development | | 43,934 | 21,605 | | 22,329 |
| General Highway Department Expenses | 165 | 527,813 | 555,993 | 18,300 | (46,315) |
| Town Road Aid | 216,551 | | | | 216,551 |
| Highway Block Grant | 185,315 | 166,475 | 1,235 | 350,555 | |
| Street Lighting | | 123,000 | 127,264 | | (4,264) |
| Highway Garage Facilities Plan | 17,738 | | | 17,738 | |
| Town Construction | 15,000 | | | 15,000 | |
| Town Wide Paving | 8,349 | 175,000 | 164,831 | 59,021 | 18,518 |
| Traffic Signals — Wason Road | 61,022 | | 2,001 | 16,250 | |
| Taylor Falls Bridge Maintenance | | 16,250 | | | |
| Total Highways, Streets, Bridges | 504,140 | 1,052,472 | 872,929 | 476,864 | 206,819 |

EXHIBIT A-2 (Continued)

| | Encumbered From 1985-86 | Appropriations 1986-87 | Expenditures Net of Refunds | Encumbered To 1987-88 | (Over) Under Budget |
|-----------------------|----------------------------|---------------------------|--------------------------------|--------------------------|---------------------------|
| Sanitation | | | | | |
| Landfill | | 683,874 | 662,585 | | 21,289 |
| Capping Landfill | 59,250 | | 58,439 | | 811 |
| Ground Water Concerns | 4,936 | | 3,661 | 1,275 | |
| Sewer Department | | 230,512 | 247,743 | | (17,231) |
| Total Sanitation | 64,186 | 914,386 | 972,428 | 1,275 | 4,869 |
| Health | | | | | |
| Health Department | | 57,320 | 54,055 | | 3,265 |
| Ambulances | | 12,825 | 10,981 | | 1,844 |
| Animal Control | 465 | 37,486 | 38,125 | | (171) |
| Total Health | 465 | 107,631 | 103,161 | | 4,935 |
| Welfare | | | | | |
| General Assistance | | 71,200 | 4,637 | | 66,563 |
| Old Age Assistance | | 2,400 | 25 | | 2,375 |
| Aid to the Disabled | | 1,800 | 40 | | 1,760 |
| Unemployed | | 1,300 | 1,325 | | (25) |
| Soldiers Aid | | 1,000 | 373 | | 627 |
| Total Welfare | | 77,700 | 6,400 | | 71,300 |

EXHIBIT A-2 (Continued)

| | Encumbered From 1985-86 | Appropriations 1986-87 | Expenditures Net of Refunds | Encumbered To 1987-88 | (Over) Under Budget |
|------------------------------------|----------------------------|---------------------------|--------------------------------|--------------------------|---------------------------|
| Culture and Recreation | | | | | |
| Recreation Grants | 4,036 | | | | 4,036 |
| Parks and Recreation | | 128,102 | 105,830 | | 22,272 |
| Patriotic Purposes | | 2,200 | 600 | | 1,600 |
| Conservation Commission | | 5,800 | 5,800 | | |
| Burns Hill Ballfield | 10,000 | | | | 10,000 |
| Jette Field Parking | 2,500 | | 521 | | 1,979 |
| | | | | | |
| Total Culture and Recreation | 16,536 | 136,102 | 112,751 | | 39,887 |
| | | | | | |
| Debt Service | | | | | |
| Principal of Long-Term Bonds | | 810,000 | 810,000 | | |
| Interest Expense — Long-Term Bonds | | 597,196 | 587,796 | | 9,400 |
| | | | | | |
| Total Debt Service | | 1,407,196 | 1,397,796 | | 9,400 |
| | | | | | |
| Capital Outlay | | | | | |
| Highway Equipment | | 70,000 | 69,093 | | 907 |
| Robinson Pond Spillway | 29,496 | 33,200 | 300 | 62,396 | |
| Asphalt Repairs | | 21,370 | 20,906 | 464 | |
| Ground Study Work | | 10,000 | | 10,000 | |
| Wastewater Treatment Projects | | 169,341 | 9,062 | | 160,279 |
| Library Bookmobile | | 62,000 | 61,025 | | 975 |

EXHIBIT A-2 (Continued)

| | Encumbered From 1985-86 | Appropriations 1986-87 | Expenditures Net of Refunds | Encumbered To 1987-88 | (Over) Under Budget |
|--|----------------------------|---------------------------|--------------------------------|--------------------------|---------------------------|
| Capital Outlay (Cont'd.) | | | | | |
| Fire Department Tanker Truck | | 72,000 | | 72,000 | |
| Hardware/Software Procurement | | 100,000 | 105,394 | | (5,394) |
| Public Works Vehicle | | 16,000 | 15,522 | | 478 |
| Drainage Projects | 26,228 | | | 26,228 | |
| Land Purchase – Ottarnic Pond | 20,000 | | | 20,000 | |
| Water Company Feasibility Study | 5,000 | | | 5,000 | |
| Right of Way Acquisition | 54,715 | | 3,150 | 51,565 | |
| Burns Hill Road Reconstruction | 47,890 | | | 47,890 | |
| Robinson Road Spillway | 3,275 | | 46 | 3,229 | |
| Merrill Park Boat Ramp | 24,990 | | 213 | 24,777 | |
| Data Processing Equipment | 4,464 | | | 4,464 | |
| Town Garage Renovations and Salt Shed | 92,394 | | | 92,394 | |
| Total Capital Outlay | 308,452 | 553,911 | 284,711 | 420,407 | 157,245 |
| Operating Transfers Out | | | | | |
| Interfund Transfers | | | | | |
| Library | | 223,323 | 223,323 | | |
| Capital Reserve Fund | 100,000 | 86,000 | 186,000 | | |
| Capital Projects | | 158,590 | 158,590 | | |

EXHIBIT A-2 (Continued)

| | Encumbered From 1985-86 | Appropriations 1986-87 | Expenditures Net of Refunds | Encumbered To 1987-88 | (Over) Under Budget |
|-----------------------------------|----------------------------|---------------------------|--------------------------------|--------------------------|---------------------------|
| Operating Transfers Out (Cont'd.) | | | | | |
| Intergovernmental Transfers | | | | | |
| School District Assessment | | 9,178,861 | 9,178,861 | | |
| County Tax Assessment | | 915,422 | 915,422 | | |
| Total Operating Transfers Out | 100,000 | 10,562,196 | 10,662,196 | | |
| Total Appropriations | \$1,035,303 | \$18,946,109 | \$18,199,092 | \$1,001,189 | \$781,131 |

EXHIBIT A-3
TOWN OF HUDSON
General Fund
Statement of Changes in Unreserved – Undesignated Fund Balance
For the Fiscal Year Ended June 30, 1987

| | | |
|----------------------------------|--------------------|---------------------------|
| Unreserved – Undesignated | | |
| Fund Balance – July 1 | \$1,701,078 | |
| Deductions | | |
| Unreserved Fund Balance | | |
| Used to Reduce 1986-87 Tax Rate | <u>1,486,000</u> | \$ 215,078 |
| Additions | | |
| 1986-87 Budget Summary | | |
| Revenue Surplus (Exhibit A-1) | \$ 533,733 | |
| Unexpended Balance | | |
| of Appropriations (Exhibit A-2) | <u>781,131</u> | |
| 1986-87 Budget Surplus | | <u>1,314,864</u> |
| Unreserved – Undesignated | | |
| Fund Balance – June 30 | | <u><u>\$1,529,942</u></u> |

EXHIBIT B-1
TOWN OF HUDSON
Special Revenue Funds
Combining Balance Sheet
June 30, 1987

| | Federal Revenue Sharing | Hills Memorial Library | Conservation Commission Fund | Sewer Fund | Totals | |
|--|-------------------------------|------------------------------|------------------------------------|------------------|------------------|------------------|
| | | | | | June 30, 1987 | June 30, 1986 |
| ASSETS | | | | | | |
| Cash and Equivalents | \$52,371 | \$71,086 | \$13,267 | \$ | \$136,724 | \$ 69,750 |
| Due From Other Governments | | | | | | 36,143 |
| Due From Other Funds | | 2,381 | 2,466 | | 4,847 | 53,825 |
| TOTAL ASSETS | <u>\$52,371</u> | <u>\$73,467</u> | <u>\$15,733</u> | <u>\$ -0-</u> | <u>\$141,571</u> | <u>\$159,718</u> |
| LIABILITIES AND FUND BALANCES | | | | | | |
| Liabilities | | | | | | |
| Due To Other Funds | \$ | \$ | | \$31,877 | \$ 31,877 | \$ |
| Fund Balances Unreserved | | | | | | |
| Designated for Capital Projects | | 13,315 | | | 13,315 | 17,680 |
| Designated for Bookmobile | | 16,899 | | | 16,899 | 14,637 |
| Undesignated (Deficit) | 52,371 | 43,253 | 15,733 | (31,877) | 79,480 | 127,401 |
| Total Fund Balances | <u>52,371</u> | <u>73,467</u> | <u>15,733</u> | <u>(31,877)</u> | <u>109,694</u> | <u>159,718</u> |
| TOTAL LIABILITIES AND FUND BALANCES | <u>\$52,371</u> | <u>\$73,467</u> | <u>\$15,733</u> | <u>\$ -0-</u> | <u>\$141,571</u> | <u>\$159,718</u> |

EXHIBIT B-2
TOWN OF HUDSON
Special Revenue Funds
Combining Statement of Revenues, Expenditures and Changes in Fund Balances
For the Fiscal Year Ended June 30, 1987

| | Federal Revenue Sharing | Hills Memorial Library | Conservation Commission Fund | Sewer Fund | Totals | |
|--|-------------------------------|------------------------------|------------------------------------|---------------|------------------|------------------|
| | | | | | June 30, 1987 | June 30, 1986 |
| Revenues | | | | | | |
| Intergovernmental Revenues | \$29,425 | \$ | \$ | \$ | \$ 29,425 | \$168,108 |
| Local Sources | 5,478 | 19,688 | 693 | | 25,859 | 16,901 |
| Other Financing Sources | | | | | | |
| Operating Transfers In | | 223,323 | 2,466 | | 225,789 | 243,145 |
| Total Revenues and Other Sources | 34,903 | 243,011 | 3,159 | | 281,073 | 428,154 |
| Expenditures | | | | | | |
| Culture and Recreation | | 236,488 | | | 236,488 | 209,960 |
| Other Uses | | | | | | |
| Operating Transfers Out | 62,732 | | | 31,877 | 94,609 | 198,111 |
| Total Expenditures and Other Uses | 62,732 | 236,488 | | 31,877 | 331,097 | 408,071 |

EXHIBIT B-2 (Continued)

| | Federal Revenue Sharing | Hills Memorial Library | Conservation Commission Fund | Sewer Fund | Totals | |
|---|-------------------------------|------------------------------|------------------------------------|---------------|------------------|------------------|
| | | | | | June 30, 1987 | June 30, 1986 |
| Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses | (27,829) | 6,523 | 3,159 | (31,877) | (50,024) | 20,083 |
| Fund Balances — July 1 | 80,200 | 66,944 | 12,574 | | 159,718 | 139,635 |
| Fund Balances (Deficit) — June 30 | \$52,371 | \$73,467 | \$15,733 | (\$31,877) | \$109,694 | \$159,718 |

EXHIBIT B-3
TOWN OF HUDSON
Federal Revenue Sharing Fund
Statement of Revenues, Expenditures and Changes in Fund Balance
For the Fiscal Year Ended June 30, 1987

| | |
|---|----------------------------|
| Revenues | |
| Entitlements | \$29,425 |
| Interest on Investments | <u>5,478</u> |
| Total Revenues | 34,903 |
| Expenditures | |
| Hydrant Rental | <u>62,732</u> |
| Excess of Revenues Over (Under) Expenditures | (27,829) |
| Fund Balance — July 1 | <u>80,200</u> |
| Fund Balance — June 30 | <u><u>\$52,371</u></u> |

EXHIBIT C-1
TOWN OF HUDSON
Capital Projects Funds
Combining Balance Sheet
June 30, 1987

| ASSETS | Central Street Reconstruction | Frenette Drive Sewer Facilities | Derry Street Project | Sewer Facilities Project | Sagamore Industrial Park Sewer | Town Streets | Landfill Closure | Town Hall Renovation Project | Totals | |
|--|-------------------------------------|---------------------------------------|----------------------------|--------------------------------|--------------------------------------|--------------------|---------------------|------------------------------------|--------------------|--------------------|
| | | | | | | | | | June 30, 1987 | June 30, 1986 |
| Cash and Equivalents | | | | | | | | | | |
| (Deficit) | (\$ 31,676) | \$87,991 | \$ 215,149 | (\$ 248,022) | \$1,717,663 | \$1,077,173 | \$1,100,359 | \$136,767 | \$3,840,255 | \$2,130,483 |
| Due From Other Funds | | | | | | | | | 215,149 | 2,240,960 |
| TOTAL ASSETS | (\$ 31,676) | \$87,991 | \$215,149 | (\$ 248,022) | \$1,717,663 | \$1,077,173 | \$1,100,359 | \$136,767 | \$4,055,404 | \$4,371,443 |
| LIABILITIES AND FUND BALANCES | | | | | | | | | | |
| Liabilities | | | | | | | | | | |
| Accounts Payable | \$ 140 | \$ 10 | \$ 195 | \$ 60 | \$ 715 | 105 | \$ 90 | \$ 35,089 | \$ 1,315 | \$ 502,687 |
| Contracts Payable | 17,457 | | | | 38,452 | 36,588 | | | 127,586 | 3,513 |
| Accrued Interest Payable | | | | | | | | | | |
| Due To Others | | | | 1,050,000 | | | | | 1,050,000 | |
| Due To Other Funds | 364,803 | | | 115,908 | 274,737 | 511,403 | 37,846 | 23,924 | 1,328,621 | 557,127 |
| Total Liabilities | 382,400 | 10 | 195 | 1,165,968 | 313,904 | 548,096 | 37,936 | 59,013 | 2,507,522 | 1,063,327 |
| Fund Balances | | | | | | | | | | |
| Reserved For | | | | | | | | | | |
| Incomplete Contracts | 22,913 | | 86,813 | | 1,319,439 | 282,945 | | 194,177 | 1,906,287 | |
| Reserved For | | | | | | | | | | |
| Encumbrances | | | | 13,232 | | | | | 13,232 | 13,232 |

EXHIBIT C-1 (Continued)

| | Central Street Reconstruction | Frenette Drive Sewer Facilities | Derry Street Project | Sewer Facilities Project | Sagamore Industrial Park Sewer | Town Streets | Landfill Closure | Town Hall Renovation Project | Totals June 30, 1987 | June 30, 1986 |
|--------------------------------|-------------------------------------|---------------------------------------|----------------------------|--------------------------------|--------------------------------------|-----------------|---------------------|------------------------------------|----------------------------|------------------|
| Fund Balances (Cont'd.) | | | | | | | | | | |
| Unreserved | | | | | | | | | | |
| Designated For | | | | | | | | | | |
| Capital Projects | | 81,645 | 128,141 | | | 179,354 | 995,123 | | 1,384,263 | 4,049,208 |
| Designated For | | | | | | | | | | |
| Debt Service | 4,559 | 6,336 | | 5,316 | 112,416 | 66,778 | 67,300 | 8,388 | 271,093 | |
| Undesignated | | | | (1,432,538) | (28,096) | | | (124,811) | (2,026,993) | (754,324) |
| (Deficit) | (441,548) | | | | | | | | | |
| Total Fund Balances | | 87,981 | 214,954 | (1,413,990) | 1,403,759 | 529,077 | 1,062,423 | 77,754 | 1,547,882 | 3,308,116 |
| (Deficit) | (414,076) | | | | | | | | | |
| TOTAL LIABILITIES | | | | | | | | | | |
| AND FUND BALANCE | | | | | | | | | | |
| (DEFICIT) | (\$ 31,676) | \$87,991 | \$215,149 | (\$ 248,022) | \$1,717,663 | \$1,077,173 | \$1,100,359 | \$136,767 | \$4,055,404 | \$4,371,443 |

EXHIBIT C-2
TOWN OF HUDSON
Capital Projects Funds
Combining Statement of Revenues, Expenditures and Changes in Fund Balances
For the Fiscal Year Ended June 30, 1987

| | Central Street Reconstruction | Frenette Drive Sewer Facilities | Derry Street Project | Sewer Facilities Project | Sagamore Industrial Park Sewer | Town Streets | Landfill Closure | Town Hall Renovation Project | Totals June 30, 1987 | June 30, 1986 |
|-------------------------------------|-------------------------------------|---------------------------------------|----------------------------|--------------------------------|--------------------------------------|-----------------|---------------------|------------------------------------|----------------------------|------------------|
| Revenues | | | | | | | | | | |
| Local Sources | \$ 4,559 | \$ 6,336 | \$ | \$ 5,316 | \$ 112,416 | \$ 66,778 | \$ 67,300 | \$ 8,388 | \$ 271,093 | \$ 292,747 |
| Other Financing Sources | | | | | | | | | | |
| Bond Proceeds | | | | | | | | | | 5,045,000 |
| Operating Transfers In | | | | | | | | 158,590 | 158,590 | 76,214 |
| Total Revenues and Other Sources | 4,559 | 6,336 | | 5,316 | 112,416 | 66,778 | 67,300 | 166,978 | 429,683 | 5,413,961 |
| Expenditures | | | | | | | | | | |
| General Construction | 400,305 | 570 | | 457,313 | 384,522 | 531,053 | | 145,823 | 2,009,586 | 888,400 |
| Engineering and Architect | 65,760 | 517 | 15,636 | 60 | 13,691 | 18,512 | 500 | 46,400 | 161,076 | 163,333 |
| Administration | 654 | 25 | | | 758 | 654 | | 475 | 2,566 | 31,783 |
| Furniture and Fixtures | | | | | | | | 16,689 | 16,689 | 1,500 |
| Interest | | | | | | | | | | 35,803 |
| Total Expenditures | 466,719 | 1,112 | 15,636 | 547,373 | 398,971 | 550,219 | 500 | 209,387 | 2,189,917 | 1,120,819 |

EXHIBIT C-2 (Continued)

| | Central Street Reconstruction | Frenette Drive Sewer Facilities | Derry Street Project | Sewer Facilities Project | Sagamore Industrial Park Sewer | Town Streets | Landfill Closure | Town Hall Renovation Project | Totals June 30, 1987 | June 30, 1986 |
|---|-------------------------------------|---------------------------------------|----------------------------|--------------------------------|--------------------------------------|-----------------|---------------------|------------------------------------|----------------------------|------------------|
| Excess of Revenues and Other Sources Over (Under) Expenditures | (462,160) | 5,224 | (15,636) | (542,057) | (286,555) | (483,441) | 66,800 | (42,409) | (1,760,234) | 4,293,142 |
| Fund Balances (Deficit) – July 1 | 48,084 | 82,757 | 230,590 | (871,933) | 1,690,314 | 1,012,518 | 995,623 | 120,163 | 3,308,116 | (985,026) |
| Fund Balances (Deficit) – June 30 | (\$414,076) | \$87,981 | \$214,954 | (\$1,413,990) | \$1,403,759 | \$ 529,077 | \$1,062,423 | \$ 77,754 | \$1,547,882 | \$3,308,116 |

EXHIBIT D-1
TOWN OF HUDSON
Trust and Agency Funds
Combining Balance Sheet
June 30, 1987

| ASSETS | Town Trust Funds | | Library Trust Funds | | Library Building | Capital Reserve Funds | | Agency Funds | Totals | |
|-------------------------------|------------------|---------------|---------------------|---------------|------------------|-----------------------|-----------|--------------|---------------|---------------|
| | Expendable | Nonexpendable | Expendable | Nonexpendable | | Reserve Funds | Funds | | June 30, 1987 | June 30, 1986 |
| Cash and Equivalents | \$7,123 | \$121,810 | \$8,794 | \$10,000 | \$26,581 | \$311,803 | \$944,753 | \$1,430,864 | \$866,617 | |
| Due From Other Funds | | | | | | | 26,801 | 26,801 | 19,212 | |
| Due From Others | | | | | | | 10,390 | 10,390 | | |
| TOTAL ASSETS | \$7,123 | \$121,810 | \$8,794 | \$10,000 | \$26,581 | \$311,803 | \$981,944 | \$1,468,055 | \$885,829 | |
| LIABILITIES AND FUND BALANCES | | | | | | | | | | |
| Liabilities | | | | | | | | | | |
| Accounts Payable | \$ | \$ | \$ | \$ | \$ | \$ | \$ 15,895 | \$ 15,895 | \$ | \$ |
| Due to Other Governments | | | | | | 102,520 | | 102,520 | 1,329 | |
| Due to Other Funds | | | 2,381 | | | 23,068 | | 25,449 | 8,208 | |
| Due to Other Depositors | | | | | | | 966,049 | 966,049 | 672,473 | |
| Total Liabilities | | | 2,381 | | | 125,588 | 981,944 | 1,109,913 | 682,010 | |

EXHIBIT D-1 (Continued)

| | Town Trust Funds | | Library Trust Funds | | Library Building | Capital Reserve Funds | Agency Funds | Totals | |
|---|------------------|---------------|---------------------|---------------|------------------|-----------------------|--------------|---------------|---------------|
| | Expendable | Nonexpendable | Expendable | Nonexpendable | | | | June 30, 1987 | June 30, 1986 |
| Fund Balances (Cont'd.) Unreserved Designated for Capital Projects | | | | | | | | | |
| Total Fund Balances | 7,123 | 121,810 | 6,413 | 10,000 | 26,581 | 186,215 | | 212,796 | 38,823 |
| TOTAL LIABILITIES AND FUND BALANCES | \$7,123 | \$121,810 | \$8,794 | \$10,000 | \$26,581 | \$311,803 | \$981,944 | \$1,468,055 | \$885,829 |

EXHIBIT D-2
TOWN OF HUDSON
Agency Funds
Combining Statement of Changes in Assets and Liabilities
For the Fiscal Year Ended June 30, 1987

| <u>Developers Performance Bond Fund</u> | <u>Balance July 1, 1986</u> | <u>Additions</u> | <u>Deductions</u> | <u>Balance June 30, 1987</u> |
|---|-------------------------------------|------------------|-------------------|--------------------------------------|
| ASSETS | | | | |
| Cash and Equivalents | \$638,580 | \$315,224 | \$ 9,051 | \$944,753 |
| Due From Others | | 4,025 | | 4,025 |
| Due From Other Funds | 13,422 | | 13,422 | |
| TOTAL ASSETS | <u>\$652,002</u> | <u>\$319,249</u> | <u>\$ 22,473</u> | <u>\$948,778</u> |

LIABILITIES

| | | | | |
|--------------------------|------------------|------------------|------------------|------------------|
| Accounts Payable | \$ | \$ 5,992 | \$ | \$ 5,992 |
| Due To Depositors | 652,002 | 272,273 | 22,473 | 901,802 |
| Due To Other Funds | | 40,984 | | 40,984 |
| TOTAL LIABILITIES | <u>\$652,002</u> | <u>\$319,249</u> | <u>\$ 22,473</u> | <u>\$948,778</u> |

**Sewer Ordinance
Deposits**

ASSETS

| | | | | |
|----------------------|------------------|------------------|------------------|------------------|
| Due From Others | \$ | \$ 6,365 | \$ | \$ 6,365 |
| Due From Other Funds | 34,560 | 70,556 | 59,781 | 45,335 |
| TOTAL ASSETS | <u>\$ 34,560</u> | <u>\$ 76,921</u> | <u>\$ 59,781</u> | <u>\$ 51,700</u> |

LIABILITIES

| | | | | |
|--------------------------|------------------|------------------|------------------|------------------|
| Accounts Payable | \$ | \$ 6,365 | \$ | \$ 6,365 |
| Due To Depositors | 34,560 | 70,556 | 59,781 | 45,335 |
| TOTAL LIABILITIES | <u>\$ 34,560</u> | <u>\$ 76,921</u> | <u>\$ 59,781</u> | <u>\$ 51,700</u> |

EXHIBIT D-2 (Continued)

| <u>Planning Board Fee Deposits</u> | <u>Balance July 1, 1986</u> | <u>Additions</u> | <u>Deductions</u> | <u>Balance June 30, 1987</u> |
|--|-------------------------------------|------------------|-------------------|--------------------------------------|
| ASSETS | | | | |
| Due (To) From Other Funds | <u>(\$ 14,089)</u> | <u>\$111,018</u> | <u>\$ 74,479</u> | <u>\$ 22,450</u> |
| LIABILITIES | | | | |
| Accounts Payable | \$ | \$ 3,538 | \$ | \$ 3,538 |
| Due To (From) Depositors | <u>(14,089)</u> | <u>107,480</u> | <u>74,479</u> | <u>18,912</u> |
| TOTAL LIABILITIES | <u>(\$ 14,089)</u> | <u>\$111,018</u> | <u>\$ 74,479</u> | <u>\$ 22,450</u> |
| Totals All Agency Funds | | | | |
| ASSETS | | | | |
| Cash and Equivalents | \$638,580 | \$315,224 | \$ 9,051 | \$944,753 |
| Due From Others | | 10,390 | | 10,390 |
| Due From Other Funds | <u>33,893</u> | <u>140,590</u> | <u>147,682</u> | <u>26,801</u> |
| TOTAL ASSETS | <u>\$672,473</u> | <u>\$466,204</u> | <u>\$156,733</u> | <u>\$981,944</u> |
| LIABILITIES | | | | |
| Accounts Payable | \$ | \$ 15,895 | \$ | \$ 15,895 |
| Due To Depositors | <u>672,473</u> | <u>450,309</u> | <u>156,733</u> | <u>966,049</u> |
| TOTAL LIABILITIES | <u>\$672,473</u> | <u>\$466,204</u> | <u>\$156,733</u> | <u>\$981,944</u> |

**AUDITOR'S REPORT ON INTERNAL CONTROLS
(ACCOUNTING AND ADMINISTRATIVE) –
BASED ON A STUDY AND EVALUATION MADE
AS PART OF AN EXAMINATION OF THE
GENERAL PURPOSE FINANCIAL STATEMENTS
AND THE ADDITIONAL TESTS REQUIRED
BY THE SINGLE AUDIT ACT**

To the Members of the Town Council
Town of Hudson
Hudson, New Hampshire

We have examined the general purpose financial statements of the Town of Hudson, for the year ended June 30, 1987, and have issued our report thereon dated September 28, 1987. As part of our examination, we made a study and evaluation of the internal control systems, including applicable internal administrative controls, used in administering Federal financial assistance programs to the extent we considered necessary to evaluate the systems as required by generally accepted auditing standards, the standards for financial and compliance audits contained in the *Standards for Audit of Governmental Organizations, Programs, Activities, and Functions*, issued by the U.S. General Accounting Office, the Single Audit Act of 1984, and the provisions of OMB Circular A-128, *Audits of State and Local Governments*. For the purpose of this report, we have classified the significant internal accounting and administrative controls used in administering Federal financial assistance programs in the following categories:

Accounting Controls

- Budgeting Cycle
- Payroll Cycle
- Expenditure (other than payroll) Cycle
- Data Processing Cycle
- Revenue Cycle
- Financial Reporting Cycle

Controls Used in Administering Federal Programs

- Political Activity
- Civil Rights
- Cash Management
- Federal Financial Reports

The management of the Town of Hudson is responsible for establishing and maintaining internal control systems used in administering Federal financial assistance programs. In fulfilling that responsibility, estimates and judgments by management are required to assess the expected benefits and related costs of control procedures. The objectives of internal control systems used in administering Federal financial assistance programs are to provide management with reasonable, but not absolute, assurance that, with

respect to Federal financial assistance programs, resource use is consistent with laws, regulations, and policies; resources are safeguarded against waste, loss and misuse; and reliable data are obtained, maintained, and fairly disclosed in reports.

Because of inherent limitations in any system of internal accounting and administrative controls used in administering Federal financial assistance programs, errors or irregularities may nevertheless occur and not be detected. Also, projection of any evaluation of the systems to future periods is subject to the risk that procedures may become inadequate because of changes in conditions or that the degree of compliance with the procedures may deteriorate.

Our study included all of the applicable control categories listed in the first paragraph. Such study and evaluation included the significant internal accounting and administrative controls used in administering the following nonmajor Federal financial assistance program:

Department of the Treasury
State and Local Government Fiscal Assistance
General Revenue Sharing

During the year ended June 30, 1987, the Town of Hudson expended 100% of its Federal financial assistance under this nonmajor Federal financial assistance program.

With respect to internal control systems used in administering this nonmajor Federal financial assistance program, our study and evaluation included considering the types of errors and irregularities that could occur, determining the internal control procedures that should prevent or detect such errors and irregularities, determining whether the necessary procedures are prescribed and are being followed satisfactorily, and evaluating any weaknesses.

Our study and evaluation was more limited than would be necessary to express an opinion on the internal control systems used in administering the Federal financial assistance programs of the Town of Hudson. Accordingly, we do not express an opinion on the internal control systems used in administering the Federal financial assistance programs of the Town of Hudson.

However, our study and evaluation and our examination disclosed no condition that we believe to be a material weakness in relation to a Federal financial assistance program.

This report is intended solely for the use of management and the applicable state and Federal agencies and should not be used for any other purpose. This restriction is not intended to limit the distribution of this report, which, upon acceptance by the Town of Hudson, is a matter of public record.

CARRI PLODZIK SANDERSON
Professional Association

September 28, 1987

CARRI PLODZIK SANDERSON Professional Association

193 North Main Street, Concord, N.H. 03301 (603) 225-6996

**AUDITOR'S REPORT ON COMPLIANCE WITH LAWS AND
REGULATIONS RELATED TO NONMAJOR FEDERAL
FINANCIAL ASSISTANCE PROGRAMS IN CIRCUMSTANCES
IN WHICH THE RECIPIENT RECEIVED NO MAJOR PROGRAM
FUNDING**

To the Members of the Town Council
Town of Hudson
Hudson, New Hampshire

We have examined the general purpose financial statements of the Town of Hudson for the year ended June 30, 1987, and have issued our report thereon dated September 28, 1987, and have issued our report thereon dated September 28, 1987. Our examination was made in accordance with generally accepted auditing standards; the standards for financial and compliance audits contained in the *Standard for Audit of Governmental Organizations, Programs, Activities, and Functions*, issued by the U.S. General Accounting Office; the Single Audit Act of 1984; the provisions of OMB Circular A-128, *Audits of State and Local Governments*; and the *Code of Federal Regulations* 34 CFR 74.62, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

The management of the Town of Hudson is responsible for the Town's compliance with laws and regulations. In connection with the examination referred to above, we selected and tested transactions and records from nonmajor Federal financial assistance programs to determine the Town's compliance with laws and regulations, noncompliance with which we believe could have a material effect on the allowability of program expenditures.

The results of our tests indicate that, for the transactions and records tested, the Town of Hudson complied with the laws and regulations referred to above. Our testing was more limited than would be necessary to express an opinion on whether the Town of Hudson administered those programs in compliance in all material respects with laws and regulations, noncompliance with which we believe could have a material effect on the allowability of program expenditures; however, with respect to the transactions that were not tested by us, nothing came to our attention to indicate that the Town of Hudson had violated laws and regulations.

CARRI PLODZIK SANDERSON
Professional Association

September 28, 1987

CARRI PLODZIK SANDERSON Professional Association

193 North Main Street Concord, N.H. (603) 225-6996

**AUDITOR'S REPORT ON SUPPLEMENTARY INFORMATION
SCHEDULE OF FEDERAL FINANCIAL ASSISTANCE**

To the Members of the Town Council
Town of Hudson
Hudson, New Hampshire

We have examined the general purpose financial statements of the Town of Hudson for the year ended June 30, 1987, and have issued our report thereon dated September 28, 1987. Our examination of such general purpose financial statements was made in accordance with generally accepted auditing standards and the standards for financial and compliance audits contained in the *Standards for Audit of Governmental Organizations, Programs, Activities, and Functions*, issued by the U.S. General Accounting Office and, accordingly, included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

Our examination was made for the purpose of forming an opinion on the general purpose financial statements taken as a whole. The accompanying Schedule of Federal Financial Assistance is presented for purposes of additional analysis and is not a required part of the general purpose financial statements. The information in that schedule has been subjected to the auditing procedures applied in the examination of the general purpose financial statements and, in our opinion, is fairly stated in all material respects in relation to the general purpose financial statements taken as a whole.

CARRI PLODZIK SANDERSON
Professional Association

September 28, 1987

**SCHEDULE I
TOWN OF HUDSON**

**Schedule of Federal Financial Assistance
For the Fiscal Year Ended June 30, 1987**

| Federal Grantor/Pass-Through Grantor/Program Title | Federal CFDA Number | Pass-Through Grantors Number | Accrued (Deferred) Grant Revenues July 1, 1986 | Revenues | | Expenditures | Accrued (deferred) Grant Revenues June 30, 1987 |
|--|---------------------|------------------------------|--|----------|---------|--------------|---|
| | | | | Federal | Local | | |
| Department of the Treasury | | | | | | | |
| State and Local | | | | | | | |
| Government Fiscal | | | | | | | |
| Assistance — General | | | | | | | |
| Revenue Sharing | 21.300 | 303006014 | \$80,200 | \$29,425 | \$5,478 | \$62,732 | \$52,371 |

TOWN OF HUDSON
NEW HAMPSHIRE

NOTES TO SCHEDULE OF FEDERAL FINANCIAL ASSISTANCE

JUNE 30, 1987

NOTE 1 – Scope of Audit

All operations related to the Town of Hudson Federal grant programs (Schedule I) are included in the scope of the OMB Circular A-128, *Audits of State and Local Governments* (the single audit). The Town only received Department of the Treasury, General Revenue Sharing Funds in fiscal 1986-87.

In connection with our examination we performed tests of compliance with the Revenue Sharing Act and regulations as detailed in the *Commentary on the Audit Requirements of the 1980 Amendments to the State and Local Fiscal Assistance Act* as well as the 1983 Amendments issued by the Office of Revenue Sharing, U.S. Department of the Treasury, and compared the data on the appropriate Bureau of Census Form RS-8 and F-21A with the audited records of the Town of Hudson.

NOTE 2 – Period Audited

Single audit testing procedures were performed for Town of Hudson Federal grant transactions during the year ended June 30, 1987.

NOTE 3 – Summary of Significant Accounting Policies

The accounting policies and financial reporting practices permitted for Towns in New Hampshire are prescribed by the New Hampshire Department of Revenue Administration and in general follow generally accepted accounting principles for State and local governments. The significant accounting policies followed by the Town of Hudson are as follows:

Basis of Presentation

The accompanying Schedule of Federal Financial Assistance includes the Federal and State grant transactions and related local matching contributions of the Town.

The receipts and proceeds from Federal grants are recorded on the modified accrual basis, whereby revenue is recognized when it becomes available and measurable. Disbursements of Federal grant funds are recorded on the accrual basis.

**TOWN OF HUDSON, NEW HAMPSHIRE
LETTER OF COMMENTS AND RECOMMENDATIONS
For The Fiscal Year Ended June 30, 1987**

Carri • Plodzik • Sanderson
Professional Association
accountants & auditors

September 28, 1987

Members of the Town Council
Town of Hudson
Hudson, New Hampshire

Dear Members of the Council:

We have examined the financial statements of the Town of Hudson for the year ended June 30, 1987 and have issued our report thereon dated September 28, 1987. In connection with our examination, we reviewed and tested the Town's systems of internal accounting control and operating procedures to the extent we considered necessary to evaluate the systems as required by generally accepted auditing standards. The purpose of our review of these systems was not to express an opinion on internal accounting control, and it would not necessarily disclose all weaknesses in the system.

In the following paragraphs, we present our comments and recommendations for improving specific aspects of the Town's systems and procedures. We also refer you to the appendix to this letter which explains the purpose of our review, its limitations, and the professional standards involved.

GENERAL

Previous management letters have stressed the need for improvements in the following major areas of the Town's financial record-keeping system:

- A. General Accounting System
- B. Documentation of Accounting Policies and Procedures
- C. Tax Collector/Town Clerk Department
- D. General Fixed Asset Accounting

A. GENERAL ACCOUNTING SYSTEM

We are pleased that the Town Council approved the Executive Administrator's 1986 supplemental budget/organization improvement package. It is very evident, as a result of this year's examination, that major improvements in the record-keeping system are in order. The addition of the Finance Director and Data Processing Manager positions, along with the data processing improvements, will not be felt until this fiscal year and will greatly assist in the organization of the business and treasury functions.

As evidenced by the audit costs in conjunction with this year's examination, much of the record-keeping for fiscal 1986-87 had to be reviewed and reconstructed in order to prepare the related financial statements. The auditors had to reconcile the proprietary accounts of all the funds prior to the closeout of the general ledger at June 30, 1987.

The causes of the record-keeping deficiencies are not limited to, but included, the general lack of staff accounting knowledge, inadequacies in data processing equipment and in addition, the turmoil caused by the Town Hall construction.

We feel confident that management has taken steps to correct the deficiencies noted. We have recommended that we work closely with responsible officials to insure the proper transition of data processing information to the new system. Management also intends to utilize the services of the auditors to monitor the checks and balances relating to monthly reconciliations of all fund proprietary accounts, to insure that the internal financial reports prepared are accurate.

Finally, we reiterate our last year's finding, in which we complimented the citizens of the community and felt that the council-type legislative body, along with the executive administrator position, will serve the Town well. This has been a difficult transition period. We remain very optimistic that the problems which have arisen in the past are being addressed and rectified.

B. DOCUMENTATION OF ACCOUNTING POLICIES AND PROCEDURES

The function of key accounting and operational controls is dependent upon the task knowledge of employees, such that the absence or termination of certain employees may not provide the continuity necessary to ensure the continued enforcement of control procedures. Without documented policies and procedures and constant review by management officials, a gradual erosion may occur in the centralized accounting, receiving and treasury functions (so important to proper internal control).

We recommend that formal accounting policies be established for the accounting office and the various departments involved in the collection of Town funds. An accounting procedures manual will serve as the support for the accounting policies. The manual should contain: 1) a description of all departments' bookkeeping records; 2) an organizational chart and job description for each bookkeeping function; 3) a detailed chart of accounts and their description; 4) a listing of and procedure for preparing regular financial reports; 5) a policy statement regarding document filing and records retention; and 6) a description of accounting checks and proofs to be performed regularly and procedures for accounting for all recurring types of financial transactions. This is a repeated recommendation.

We are pleased that the Finance Director has initiated some action with regards to this recommendation covering treasury functions and cash receipts procedures. We do wish to point out that it is important that elected officials,

namely the Tax Collector and Treasurer, need to participate in and support the overall internal accounting control procedures once established.

C. TAX COLLECTOR/TOWN CLERK DEPARTMENT

Overall, the Tax Collector/Town Clerk's records are adequately maintained. As a result of our examination, we did find the following procedures in existence and some of the observations have been made in previous management letters.

1. Each year it is necessary to expend a considerable amount of time in reconciling the tax warrants to the general ledger. The Tax Collector did not prepare a year-end summary of warrants for fiscal 1986-87, as required by the State Department of Revenue Administration. This is a very important part of the internal accounting controls of this financial system. We found some errors in posting receipts and abatements throughout the year. In one instance, an entire tax deposit of \$61,000 was not posted to the warrant.

We recommend that the Tax Collector reconcile the uncollected balances in each warrant on a monthly basis with the general ledger and communicate any discrepancies to the Finance Department. There is a very important need for communication and mutual support between the Tax and Finance Departments.

2. The 1985 tax sale was held in September 1986. This allows for very little flexibility, if required, as the tax lien expires October 1.

Likewise, potential interest revenue from delinquent taxes is not maximized. We suggest moving the date of the tax sale to a month or two prior to the end of the fiscal year.

3. The present method of computing interest on *partial* payments on redemption accounts is not in compliance with the State Statutes (RSA 80:32). Interest of 18% per annum should be charged on the *full* amount of the tax lien from the date of the tax sale to date of final payment.
4. To comply with the regulations developed by the Department of Revenue Administration as a result of the so-called "Barrington Case", notice should be given to the delinquent taxpayer within 90 days after the final installment of the current year in which the tax is due.
5. Report of redemptions to the Register of Deeds should be made on a timely basis as outlined in RSA 80:33.

We understand that consideration is being given toward the benefits of more fully automating the taxes receivable function through an in-house computer capability. However, we are concerned that until such time as there is an understanding of the accounting requirements within the Tax Department, there is potential for the system to fail.

D. GENERAL FIXED ASSET ACCOUNTING

In general, accounting for fixed assets provides information for estimating the amount of insurance needed, monitors asset utilization, provides a safeguard over the asset, and allows for depreciation to be estimated when applicable. The Town does not maintain records for its investment in property, plant and equipment.

Fixed asset accounting should be considered when determination of applications to be automated is made. Federal grant accounting, as well as generally accepted accounting principles, require that adequate fixed asset records be maintained.

E. LIBRARY TRUSTEE RECORDS

The Library Trustee's records were deficient in 1986-87 as the detail accounting for revenue and expenditures was not balanced to the actual cash transactions for the year.

We expended a considerable amount of time, reconciling the cash in the bank to the cash journals, in order to prepare the year-end report. We believe that the new bookkeeper understands the necessity to balance the cash journals to the monthly bank statements and immediately correct any discrepancies. The situation, therefore, should be resolved for 1987-88.

In closing, we would like to thank the Administration and staff for their courtesy and assistance extended to us during the course of our examination. If after you have had an opportunity to review our comments and recommendations, you have any questions or need assistance in modifying or implementing any procedures, we would be happy to meet with you at your convenience to discuss them.

Very truly yours,

CARRI PLODZIK SANDERSON
Professional Association

TOWN OF HUDSON, NEW HAMPSHIRE PURPOSE AND LIMITATIONS OF REVIEW

The purpose of our study and evaluation was to determine the nature, timing and extent of the auditing procedures necessary for expressing an opinion on the Town's financial statements. Our study and evaluation was more limited than would be necessary to express an opinion on the system of internal accounting control taken as a whole.

The management of the Town is responsible for establishing and maintaining a system of internal accounting control. In fulfilling this responsibility, estimates and judgments by management are required to assess the expected benefits and related costs of control procedures. The objectives of a system are to provide management with reasonable, but not absolute, assurance that assets are safeguarded against loss from unauthorized use or disposition, and that transactions are executed in accordance with management's authorization and recorded properly to permit the preparation of financial statements in accordance with generally accepted government accounting principles.

Because of inherent limitations in any system of internal accounting control, errors or irregularities may nevertheless occur and not be detected. Also, projection of any evaluation of the system to future periods is subject to the risk that procedures may become inadequate because of changes in conditions or that the degree of compliance with the procedures may deteriorate.

Our study and evaluation made for the limited purpose described in the first paragraph would not necessarily disclose all material weaknesses in the system. Accordingly, we do not express an opinion on the system of internal accounting control of the Town taken as a whole. However, our study and evaluation disclosed conditions that we believe result in more than a relatively low risk that errors or irregularities in amounts that would be material in relation to the financial statements of the Town may occur and not be detected within a timely period.

These conditions are described in the preceding report and were considered in determining the nature, timing, and extent of the audit tests to be applied in our examination of the 1986-87 financial statements. This report does not affect our report on these financial statements dated September 28, 1987.

The preceding report is intended solely for the use of management and should not be used for any other purpose.

INDEX

TOWN REPORTS

| | |
|---|-----|
| Auditor's Report | 52 |
| Exhibit A — Combined Balance Sheet | 53 |
| Exhibit B — All Government Fund Types | 56 |
| Exhibit C — Budget & Actual | 58 |
| Exhibit D — All Trust Funds | 60 |
| Exhibit E — All Nonexpendable Trust Funds | 62 |
| Notes to Financial Statements | 63 |
| Exhibit A—1 — General Fund | 74 |
| Exhibit A—3 — Undesignated Fund Balance | 82 |
| Exhibit B—3 — Federal Financial Assistance | 86 |
| Exhibit C—1 — All Capital Projects Funds | 87 |
| Exhibit D—1 — All Trust & Agency Funds | 91 |
| Exhibit D—2 — All Agency Funds | 93 |
| Letter of Comments & Recommendations | 101 |
| Appendix | 105 |
| | |
| Animal Control | 20 |
| Annual Town Election | 40 |
| Assessor's Report | 11 |
| Building / Zoning Department | 22 |
| Conservation Commission | 26 |
| Council, President of | 8 |
| Executive Administrator | 9 |
| Finance Department | 11 |
| Fire Department | 12 |
| Highway Department | 25 |
| Hills Memorial Library | 15 |
| Organizations and Leaders | 37 |
| Planning Board | 34 |
| Police Department | 18 |
| Property Tax Accountants, Resident Tax, Yield Tax | 36 |
| Public Works Department | 21 |
| Recreation Commission | 30 |
| Solid Waste Study Committee | 27 |

| | |
|--------------------------------------|----|
| Special Election | 38 |
| State Election | 49 |
| State Primary | 43 |
| Town Clerk | 42 |
| Town Council Members | 3 |
| Town Engineer | 23 |
| Town Officers | 3 |
| Treasurer's Report | 36 |
| Vital Statistics | 10 |
| Zoning Board of Adjustment | 28 |

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HUDSON
TOWN OFFICES
Telephone Extensions

| | | |
|----------------------------------|-------------------------|--------------------|
| POLICE DEPARTMENT | EMERGENCIES ONLY | 889-9090 |
| | BUSINESS NUMBER | 886-6011 |
| FIRE DEPARTMENT | EMERGENCIES ONLY | 883-7707 |
| | BUSINESS NUMBER | 886-6021 |
| AMBULANCE | EMERGENCIES | 883-7707 |
| EXECUTIVE ADMINISTRATOR'S OFFICE | | 886-6024 |
| PUBLIC WORKS & DEVELOPMENT | ENGINEERING PLANNING | BUILDING ZONING |
| | | 886-6005 |
| FINANCE | | 886-6000 |
| SEWER | BILLS | 886-6029 |
| ASSESSOR | | 886-6009 |
| TOWN ATTORNEY | | 886-6014 |
| TOWN CLERK | | 886-6003 |
| Animal Control Officer | | 886-6033 |
| Library | | 886-6030 |
| Health Officer | | 886-6005 |
| Highway Garage | | 886-6018 |
| Alvirne High School | | 886-1260 |
| Dr. H. O. Smith School | | 886-1248 |
| Webster School | | 886-1253 |
| Memorial School | | 886-1240 |
| Library Street School | | 886-1255 |
| Superintendent of Schools | | 883-7765 |
| Youth Center | | 880-1600 |